



**COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER**

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December 20, 2013

TO: Supervisor Don Knabe, Chairman
Supervisor Gloria Molina
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Michael D. Antonovich

FROM: Wendy L. Watanabe
Auditor-Controller

SUBJECT: **SHERIFF'S DEPARTMENT – FORENSIC BUDGET AUDIT (Board Agenda Item 14-C, January 22, 2013)**

On January 22, 2013, your Board directed the Auditor-Controller (A-C) and Chief Executive Office (CEO) to hire an outside auditing firm to perform a forensic audit of the Sheriff's Department (Sheriff's or Department) budget. After further refinement, we defined the scope as 1) a staffing analysis, including reviewing and reporting the functions/duties of the sworn staff performing non-public safety (indirect) services; 2) a follow-up on the implementation of recommendations from two 2003 audit reports on the County's budgeting process for the Sheriffs; and 3) an evaluation of the Department's current budget variances (savings/overruns).

We contracted with Bazilio Cobb Associates (BCA) to perform the audit. The data/information from the staffing analysis and recommendation follow-up is intended to improve future decision-making and to help the Board make more informed decisions on the Sheriff's budget.

Audit Results

Sworn Staffing Analysis

BCA reported that the Sheriff's requires a mix of sworn and non-sworn staffing to provide the functions and services required (e.g., patrol services, custody services, etc.). Using May 2013 Sheriff's staffing reports, BCA determined there were 9,245 total filled sworn staffing positions.

BCA reviewed the functions/services being performed by the staff and noted the following¹:

- 835 (9%) of the 9,245 sworn personnel provide permanent administrative and support services. 442 of these 835 sworn staff do not require law enforcement powers. BCA determined the ratio of sworn to non-sworn staff falls near the middle of the spectrum in comparison to the six other counties surveyed.
- 559 (6%) of the 9,245 sworn personnel have injuries that impact their ability to perform essential job functions. Specifically, 326 (3.5%) were on long-term leave and 233 (2.5%) were working light duty temporarily. In addition, 522 of the 559 injured staff are assigned to direct line operations and the remaining 37 of the 559 injured staff are assigned to either management, administrative, or support services.
- 403 (4%) of the 9,245 sworn personnel were on loan from one unit to another for an extended period (several weeks to several months) and not tracked in the County's electronic Human Resources (eHR) system. 388 of the 403 loaned staff were originally assigned to direct line operations, with the remaining 15 loaned staff originally assigned to either management, administrative, or support services. However, since the Sheriff's does not track loaned staff, we are unable to determine which functional area the loaned staff are currently assigned to.

Based on their staffing analysis, BCA recommended that:

- The Sheriff's review administrative and support functions performed by sworn personnel to determine if those functions not requiring law enforcement powers can be reassigned to non-sworn personnel.
- Upon completion of the Sheriff's review, the A-C conduct an objective analysis of the Department's review of these positions.
- The Sheriff's track loaned employees through eHR.

Follow-up on 2003 Audit Recommendations

In 2003, BCA conducted a review of the Sheriff's budget process that included 18 recommendations for improvement; 11 directed to the Sheriff's and seven directed to the CEO.

BCA noted that of the 11 Sheriff's recommendations, three are not implemented and three are partially implemented, but all are still applicable. BCA reported that the recommendations not implemented relate to addressing the continuing misalignment between budget units and the Department's organizational and service delivery structure, identifying the Department's actual Services and Supply (S&S) needs, and developing an annual business plan. The partially implemented recommendations relate to the reviewing

¹ The categories referenced below are not mutually exclusive and individual positions may be accounted for in more than one of the categories.

of key trends in service areas, budgeting and tracking reimbursed overtime expenditures separately from other overtime, and developing and implementing a performance measurement system.

BCA also noted that of the seven CEO recommendations, one has not been implemented, but is still applicable. The recommendation relates to working collaboratively with the Sheriff's to ensure that their budget more accurately predicts actual Salaries and Employee Benefits (S&EB) and S&S expenses. BCA noted that there continues to be a significant misalignment in the Sheriff's budget with overages in S&EB continuing to be offset with under spending in S&S. The CEO has agreed to revisit the recommendation during the upcoming budget cycle.

Budget Variances

BCA reported that the primary cause of budget overspending within individual budget units were variances between actual and budgeted amounts for S&EB, intra-fund transfers, and revenue. Specifically, S&EB were consistently under-budgeted while non-personnel expenditures (e.g., S&S, capital assets, and other charges) were over-budgeted and that the annual S&EB expenditures within all budget units were relatively predictable. BCA also noted that Patrol and Detective Services consistently had annual budget overspending, while Custody and Court Services had consistent annual budget savings. The Sheriff's reallocates savings realized in individual budget units to cover shortfalls in budget units that experience budget overspending.

BCA recommends realignment of the Sheriff's budget to more accurately reflect S&EB and S&S requirements, and to more precisely indicate the actual budget requirements by budget unit.

Details of these and other findings and recommendations are included in BCA's attached report (Attachment I).

Review of Report

BCA discussed their report with Sheriff's management. As noted in the attached report, the Sheriff's indicate general agreement with the audit findings and recommendations. The A-C will follow-up with the Sheriff's regarding a timeline to implement all the recommendations.

Please call me if you have any questions, or your staff may contact Robert Smythe of the A-C at (213) 253-0101, or Georgia Mattera of the CEO at (213) 893-2374.

WLW:AB:RS:MP

Attachment

c: William T Fujioka, Chief Executive Officer
Leroy D. Baca, Sheriff
Sachi A. Hamai, Executive Officer, Board of Supervisors
Public Information Office
Audit Committee

Los Angeles County Auditor-Controller

Sheriff's Staffing, Audit Follow-up, and Budget Questions

October 2013

BCA

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1. Executive Summary

This executive summary provides a brief description of the more significant results by area. For a more detailed discussion of the results, please refer to the body of the report.

Background, Scope and Objectives

Recently, the Sheriff's Department (Sheriff's or LASD) indicated that, based on budget issues, the Department may have to reduce patrol coverage in the unincorporated areas of the County. In response, the Board of Supervisors instructed the Auditor-Controller to conduct an audit of the Sheriff's 1) use of sworn and non-sworn personnel, 2) implementation of the 2003 prior Sheriff's budget study recommendations, and 3) use of budget unit savings and the reasons for budget unit overruns and savings. The primary objectives for the staffing analysis of the Sheriff's use of sworn and non-sworn personnel included:

- Identify the number and percentage of filled sworn positions among management, administrative, support and direct or line functions
- Identify the number of sworn personnel on long-term leave of working under injury-related restrictions by function.
- Identify the general duties and responsibilities of sworn administrative and support staff.
- Identify and categorize sworn and non-sworn vacancies and frozen positions by unit.
- Compare the percentage of sworn and non-sworn personnel by function with other jurisdictions.

The primary objectives for the follow-up of the 2003 Sheriff's budget study recommendations was to determine if the recommendations are still applicable, and if so, assess the implementation progress.

The primary objectives for the budget questions to be addressed included an assessment of:

- What factors caused the Sheriff's to exceed its current budget?
- What savings does the Sheriff realize per budget unit?
- What does the Sheriff's do with savings realized in individual budget units?

Sworn Staffing Analysis

The Sheriff's Department requires a mix of sworn and non-sworn or civilian staffing to provide the functions and services required. The International Association of Chiefs of Police (IACP) has developed a *Model Policy on Civilianization* that states: "The efficiency and effectiveness of law enforcement agencies is enhanced when sworn and non-sworn personnel are appropriately used to perform those functions that are best suited to their special knowledge, skills, and abilities."

We identified a total of 835 sworn personnel providing administrative services (180) and support services (655) for the Sheriff's Department. These personnel represent 9



percent of the Sheriff's Department's total filled sworn staffing. The type and number of sworn personnel performing administrative functions are as follows:

Administrative Functions	Total
Background Investigations	34
Board / Legislative Relations	3
Labor Relations	14
Personnel	8
Property / Evidence	7
Recruiting	3
Risk Management	51
Scheduling	55
Workers Compensation (RTW)	5
Total	180

The type and number of sworn personnel performing support functions are as follows:

Support Functions	Total
Call Taking and Dispatch	99
Communication Systems	30
Community Relations	29
Contract Law Enforcement	11
Facilities	11
Fleet	6
Forensics	36
Information / Data Systems	25
Inmate Services	49
Internal Investigations	62
Media Relations	18
Medical Services (Jails)	6
Records and Identification	15
Reserve Coordination	11
Tactical Planning	13
Training	181
Youth Programs	53
Total	655

To assess the rationale for using sworn personnel for the above administrative and support functions, we requested each of the respective Sheriff's units to provide answers and information on the following three questions:

- Are law enforcement powers required?
- Are the skills, training, experience, or credibility of a sworn officer required?
- Are there benefits to the function being performed by sworn personnel?

Based on the responses received, a total of 442 or about 5% of the Sheriff Department's total sworn staffing, provide administrative and support services that do not require law enforcement powers. The Sheriff's Department should review the administrative and support functions currently staffed by sworn personnel that do not require law enforcement power. This review should determine if these functions could



be reassigned to non-sworn personnel in order to maximize sworn staff available to provide direct / line public safety and law enforcement services. Upon completion of the Sheriff's Department review an objective analysis of the Sheriff's Department review of these positions should be conducted by the Auditor-Controller.

A total of 559 sworn staff or 6% of the Sheriff Department's total sworn staffing have injuries that impact their ability to perform essential job functions. Of this total, 326 were on long-term leave and 233 were working light duty. Information on sworn staff injured or working light duty is not maintained in a central database. We recommend development of a central database to improve the tracking and reporting of sworn staff injured or working light duty.

As of May 2013, there were 1,922 vacant positions, 786 vacant sworn positions and 1,136 vacant non-sworn positions. The Sheriff's Department has established a target of maintaining 300 vacant sworn positions and 1,000 vacant non-sworn positions (including those in the hiring process) in order to meet budgetary limitations. While the Sheriff's Department internally refers to these as "frozen positions," they are not associated with specific position numbers and are not actually frozen within the eHR system. Of the total vacant positions (not pending hire), 46.8 percent were direct operations, 36.7 percent were support services, 16.2 percent were administrative services, and 0.3 percent were management positions. Detailed information on these positions by function and function category are provided in the body of the report.

We found that information is entered accurately, completely and timely into the electronic Human Resource (eHR) system by Sheriff's personnel. However, we noted that there were 403 sworn personnel or 4% of the Sheriff Department's total sworn staffing who were loaned from one unit to another for extended periods of time and were not tracked in the eHR system. LASD should require that temporary loans of employees to other units be processed through the eHR system in order to improve the accuracy of the Sheriff's staffing and personnel costs recordkeeping.

As of the start of fiscal year 2013-14, the chart of accounts accurately reflects the organization of the Sheriff's Department at the Division level. However, the eCAPS chart of accounts at the budget unit level is not consistent with the organizational and service delivery structure of the LASD. In our 2003 review we found that the LASD's six budget units did not match the key organizational and service delivery units of the Sheriff's Department. Since budget development, decision-making, appropriation, tracking, and reporting follow budget units, we recommended establishing one budget unit, whereby the Department budget would be formally controlled on a department-wide basis, and establishing "cost" centers within the County accounting system for information and monitoring purposes. While the Board recently increased the number of budget units to ten (plus clearing units), the Sheriff's Department is currently organized into 15 divisions. As a result, the budget units and organizational and service delivery structure of the LASD continue to be misaligned.



Follow Up on Prior Audit Recommendations

In 2003, Thompson, Cobb, Bazilio and Associates (now Bazilio Cobb Associates) conducted a review on the Sheriff's budgeting process and the County's budgeting process and controls for the Sheriff's. The review included 18 recommendations; 11 directed to the Sheriff's Department and 7 directed to the CEO.

Recommendations Directed to the Sheriff

Five (5) of the recommendations directed to the Sheriff's Department have been implemented. These related to linking staffing analysis with the budget process, accurately projecting overtime resource needs, monitoring and tracking allocation of resources to specific programs and projects, analyzing monthly expenditures compared to budgeted amounts, and improving financial management and reporting.

Three (3) of the recommendations directed to the Sheriff's Department have been partially implemented and are still applicable. These related to a review of key trends in service areas, issues and challenges that need to be addressed, or changes in the demand for service that could drive staffing requirements; budgeting and tracking reimbursed overtime expenditures separately from other overtime; and developing and implementing a performance measurement system.

Three (3) of the recommendations directed to the Sheriff's Department have not been implemented, but are still applicable. These recommendations were related to addressing the continuing misalignment between budget units and the Department's organizational and service delivery structure; identifying the actual services and supplies (S&S) needs for the Department; and development of an annual business plan. The first two recommendations were found to be outside the control of the Sheriff's Department, and the third recommendation has not been a focus of the Sheriff's due to the economic downturn.

Recommendations Directed to the CEO

Six (6) of the recommendations directed to the CEO have been implemented. These related to quantifying and highlighting impacts of anticipated expense components, a more objective methodology for calculating salary savings, more fully integrate and align strategic planning and performance measurements within the budget process, revenue management strategies for the expenditure of Proposition 172 funds, cost containment strategies that increase departmental accountability and reduce the workload, the role of the CEO budget analyst.

One of the recommendations directed to the CEO has not been implemented, but is still applicable. This related to ensuring the Sheriff's budget more accurately predicts actual expense within level two budget units. There continues to be a significant misalignment between the Sheriff's Services and Supplies budget and Salaries and Employee Benefits budget, with overages in Salaries and Employee Benefits continuing to be offset by under spending in Services and Supplies.



Budget Questions

The primary cause of budget overspending within individual budget units were variances between actual and budgeted amounts for salaries and employee benefits, intra-fund transfers, and revenue. Salaries and employee benefits were consistently under-budgeted while non-personnel expenditures were consistently over-budgeted. Annual total salaries and employee benefits expenditures across all budget units were relatively predictable and should be more accurately reflected in the adopted budget. The Sheriff's Department underspends its services and supplies budget and uses the excess to fund budget shortfalls in salaries and employee benefits. We recommend the Sheriff's budget be realigned to more accurately reflect actual salary and employee benefit and services and supplies requirements.

Patrol and Detective Services have consistent annual budget overspending, while Custody and Court Services have consistent annual budget savings. Savings realized in individual budget units were reallocated to cover shortfalls in the budget units that experienced budget overspending. We recommend the Sheriff's budget be realigned to more accurately reflect actual budget requirements by budget unit. This should mitigate budget overspending in individual budget units.



2. Background

The Sheriff is the chief law enforcement officer of the County. The Sheriff's Department enforces State laws and County ordinances in the unincorporated areas, and is responsible for maintaining law and order in all cities in the County. The Sheriff's provides direct traffic and law enforcement to unincorporated areas, 42 contract cities, the Southern California Regional Rail Authority, the Los Angeles County Metropolitan Transportation Authority, and the Los Angeles Community College District. In addition, the Sheriff's provides placement, housing, and care to an average of approximately 20,000 County jail inmates in eight custody facilities, and bailiff services to the Superior Court. The Sheriff's Fiscal Year (FY) 2012-13 budget was \$2.71 billion, with a net cost to the County General Fund of \$1.23 billion.

For FY 2012-13, the Sheriff's had 19,491 budgeted positions, with 16,989 filled positions as of January 27, 2013. The Sheriff's FY 2012-13 budget included seven budget units: Patrol, County Services, Court Services, Custody, Detective Services, General Support Services, and Administration. The following is a summary of sworn and non-sworn filled positions for each budget unit.

Budget Unit	Sworn	Non-Sworn	Total
Patrol	4,243	1,250	5,493
County Services	284	327	611
Court Services	1,315	543	1,858
Custody	2,478	3,330	5,808
Detective Services	517	140	657
General Support Services	368	1,601	1,969
Administration	90	503	593
Total Filled Positions (As of 1/27/13)	9,295	7,694	16,989

In 2003, Thompson, Cobb, Bazilio and Associates (now known as Bazilio, Cobb and Associates, or BCA) issued a report on the County's budgeting process and controls for the Sheriff's. The report included 18 recommendations for the Sheriff's and Chief Executive Officer (CEO) to improve the County's budgeting for the Sheriff's.

The Sheriff's recently indicated that, based on budget issues, they may have to reduce patrol coverage in the unincorporated areas. The Board of Supervisors (Board) instructed the Auditor-Controller (A-C) to arrange for a follow-up review of the 2003 audit report on the County's budgeting process to help the Board make more informed decisions on the Sheriff's budget, including whether to provide supplemental funding in certain areas, etc. In addition, the Board instructed the A-C to arrange for a review of the Sheriff's use of sworn personnel and non-sworn personnel to allow the Sheriff's to maximize its direct public safety services (e.g., Patrol, Special Enforcement Bureau, Custody, Detectives, etc.).



3. Scope and Methodology

The scope of this staffing analysis included a review of the Sheriff's use of sworn and non-sworn staff in its Departmental units, including the number of sworn staff providing indirect support services (i.e., non-public safety services), and the functions/duties of these indirect support staff, etc. This included the number and ratios of sworn staff providing direct and indirect services, and a comparison of the Los Angeles County Sheriff's use of sworn and non-sworn staff to other jurisdictions. The review is intended to evaluate the Sheriff's use of sworn and non-sworn staff to improve future decision-making.

It should be noted that the Statement of Work for this effort stated:

The contractor is *not* expected to determine the validity of sworn staff performing functions that might be performed by non-sworn personnel, but only to report on the volume of those instances.

Specific objectives for the staffing, audit follow-up, and budget review included:

1. Identify the number and percentage of Sheriff's sworn management/staff who provide *direct public safety* services (e.g., patrol services, Special Enforcement Bureau, etc.) and *other direct* services (e.g., custody, court services, homicide investigations etc.), and the number and percentage of Sheriff's sworn management/staff who provide *indirect support* services (e.g., administrative work, clerical work, etc.) by Departmental unit and position (e.g., captain, lieutenant, sergeant, deputy, etc.).
2. Identify the number of sworn management and staff in *direct public safety* and *indirect support* on long-term leave or are working under injury-related work restrictions.
3. Identify the general job duties/responsibilities of sworn *indirect support* services staff.
4. Identify and categorize sworn and non-sworn vacancies and frozen positions by unit. These positions should be categorized as direct, direct support, administrative management, and indirect support services.
5. Conduct a comparison of the Sheriff's percentage of sworn and non-sworn staff working in *direct public safety* and *other direct* services, administrative services, and *indirect support* services by function to other jurisdictions.
6. Determine if staffing information is entered into the eHR system accurately, completely, and timely.
7. Determine compliance with applicable State and federal regulation(s) on staffing requirements (inmate to deputy ratios, etc.).



8. Determine consistency between the Chart of Accounts in the County's electronic Countywide Accounting and Purchasing System and the organizational structure and operations of the Department.
9. Make recommendations of areas where the Sheriff's may be able to reallocate/reassign staff or functions between sworn and non-sworn management/staff in a more efficient and/or effective manner to maximize sworn staff available to provide public safety services, and make other recommendations for improving the Sheriff's accounting and reporting of staffing information.
10. Follow-up on all of the recommendations directed to the Sheriff's and the CEO in the 2003 review report, to determine whether the recommendations are still applicable, and the County's progress in implementing the prior recommendations.
11. Evaluate and provide answers to the following budget questions:
 - What factors cause the Sheriff's to exceed its current budget? Budget overruns may have occurred within individual budget units without the Sheriff's exceeding its total appropriation.
 - What savings does the Sheriff's realize per budget unit (e.g., custody compared to patrol, etc.)?
 - What does the Sheriff's do with savings realized in individual budget units?

The specific methodology and steps taken to accomplish each of these objectives is outlined in each section of this report.



4. Sworn Staffing Analysis

The Sheriff's Department, like most law enforcement agencies, requires a mixture of both sworn and non-sworn or civilian staff (internally referred to as professional staff) to perform the myriad of functions and services required. Ideally, those functions that require the specific law enforcement powers given to sworn personnel, or require special skills, experience or credibility of a sworn officer, would be performed by sworn personnel. Those functions that do not require such powers or abilities would be performed by non-sworn or civilian personnel.

The International Association of Chiefs of Police (IACP) has developed a *Model Policy on Civilianization*. This model states that:

The efficiency and effectiveness of law enforcement agencies is enhanced when sworn and non-sworn personnel are appropriately used to perform those functions that are best suited to their special knowledge, skills, and abilities.

The IACP's model further lists the following functions as civilian responsibilities:

- Planning and research
- Media Relations
- Communications
- Records
- Animal Control
- Property / Evidence
- Victim advocacy
- Police auxiliary / reserve
- Parking enforcement
- School crossing control
- Accident investigation
- Legal affairs
- Fleet maintenance
- Detention
- Forensics

Part of this review included reviewing and analyzing the use of sworn staffing of the Sheriff's Department. This included determining the actual allocation of sworn personnel by function (management, administration, support, direct / line) and providing information on the responsibilities of sworn personnel performing administrative and support functions. It also included identifying the number of sworn staff injured or working light duty and the number of vacant and frozen positions.

The staffing portion of this review also included a comparison of sworn staffing levels with other sheriffs' departments, as well as reviewing how position information is being entered into the County's electronic Human Resources (eHR) system, compliance with staffing requirements, and consistency of the Sheriff's Department organization with the County's Chart of Accounts (eCAPS). Each of these is discussed in the following sections.



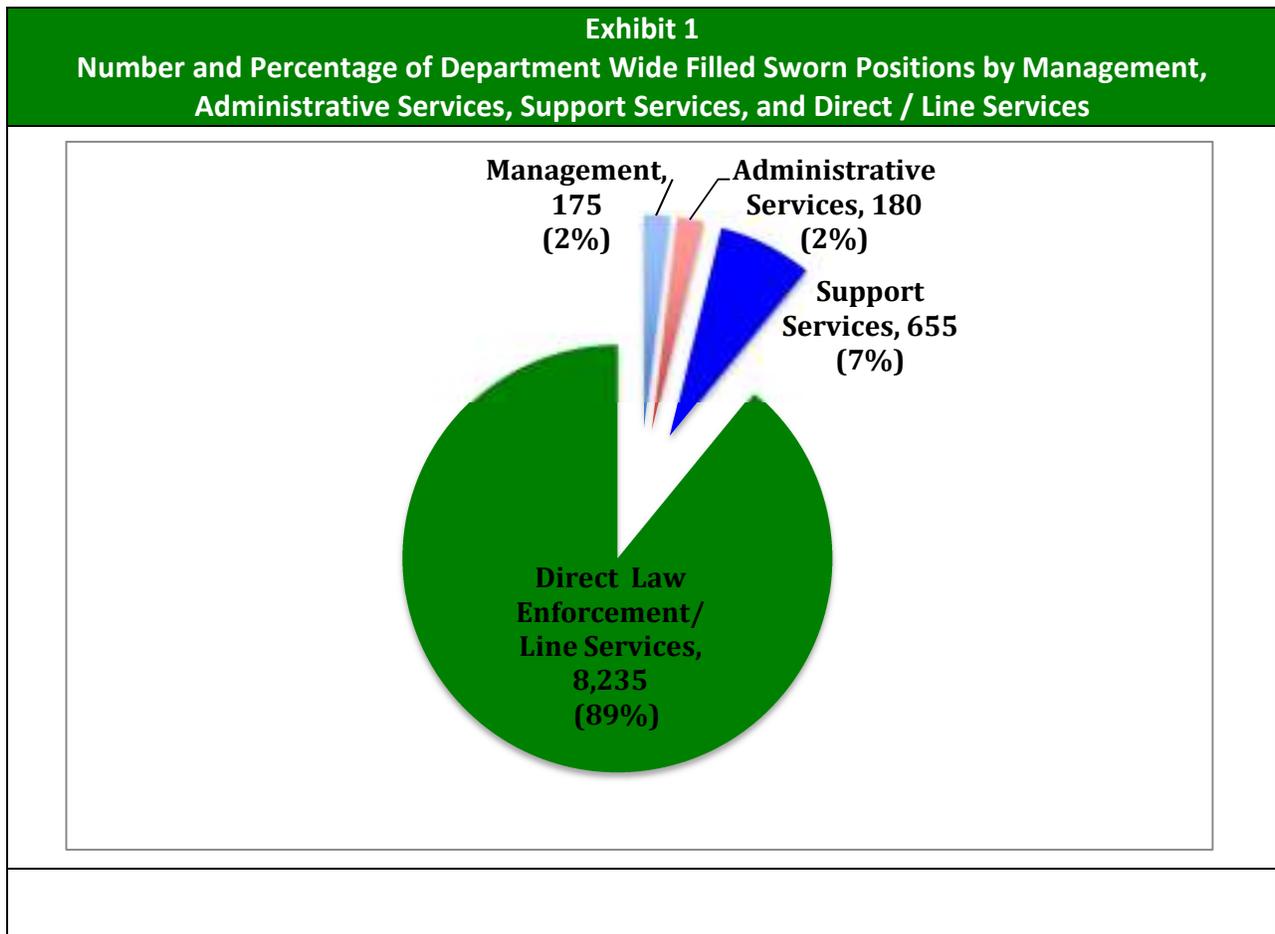
Allocation of Sworn Personnel by Function

A key objective of this review was to determine the allocation of sworn Sheriff's Department personnel by function. This included determining which sworn positions were primarily performing administrative functions, support services and direct / line public safety or law enforcement services. To accomplish this objective we:

- Identified all the filled sworn positions by Department division using the County's eHR system. This information was as of May 28, 2013.
- Obtained descriptions of the function performed by each filled sworn position from each division.
- Reviewed each division's organization chart, descriptions of key functions, deployment schedules (where available), and other pertinent information to determine and verify actual functions of each filled sworn position.
- Conducted site visits to various patrol, custody, court, special operations, and other units to review and clarify positions and functions.
- Conducted interviews with Sheriff's Department management and staff to confirm understanding of position functions.
- Developed initial categories (management, administrative, support and direct / line public safety or law enforcement services) and sub categories for filled sworn positions.
- Assigned each filled sworn position within the Department to a category.
- Provided the list of all positions with categories assigned to each division of the Department for review and comment.
- Finalized the assignment of each filled position to a category.

Finding 1: A total of 835 sworn personnel provide administrative services (180), and support services (655) for the Sheriff's Department. These personnel amount to 9 percent of the Sheriff's Department's total filled sworn staffing.

The following exhibit shows the allocation of filled sworn positions by management, administrative services, support services, and direct / line public safety or law enforcement services.



The exhibit on the following pages shows the number of filled sworn positions by function and rank.



Exhibit 2 Department Wide Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Management											
Executive Management	1	1	3	11	29					45	0.49%
Operations Management						52	54	1		107	1.16%
Management Support						1	12	7	3	23	0.25%
Total Management	1	1	3	11	29	53	66	8	3	175	1.89%
Administrative Services											
Background Investigations							1	5	28	34	0.37%
Board / Legislative Relations							1	2		3	0.03%
Labor Relations						1	4	4	5	14	0.15%
Personnel						1	2	2	3	8	0.09%
Property / Evidence								3	4	7	0.08%
Recruiting								2	1	3	0.03%
Risk Management						1	7	12	31	51	0.55%
Scheduling								31	24	55	0.59%
Workers Compensation (RTW)							1	4		5	0.05%
Total Administrative Services			-	-	-	3	16	65	96	180	1.95%
Support Services											
Call Taking and Dispatch									99	99	1.07%
Communication Systems						1	7	12	10	30	0.32%
Community Relations							1	11	17	29	0.31%
Contract Law Enforcement						1	3	7		11	0.12%
Facilities							1	2	8	11	0.12%
Fleet							1	2	3	6	0.06%
Forensics						1	1	3	31	36	0.39%
Information / Data Systems						1	5	8	11	25	0.27%
Inmate Services						1	8	16	24	49	0.53%
Internal Investigations						2	9	46	5	62	0.67%
Media Relations						1		5	12	18	0.19%
Medical Services (Jails)						1	2	2	1	6	0.06%



Exhibit 2											
Department Wide Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Records and Identification							3	4	8	15	0.16%
Reserve Coordination						1	1	6	3	11	0.12%
Tactical Planning							1	5	7	13	0.14%
Training						1	9	32	139	181	1.96%
Youth Programs							2	9	42	53	0.57%
Total Support Services			-	-	-	11	54	170	420	655	7.08%
Direct Law Enforcement / Line Services											
Aviation								6	38	44	0.48%
Board Security							1	3	1	5	0.05%
Civil Process Serving								10	53	63	0.68%
Community Policing							4	26	115	145	1.57%
Community College Security							1	11	29	41	0.44%
County Facilities Security							9	42	78	129	1.40%
Court Security							10	43	874	927	10.03%
Custody							36	182	2,034	2,252	24.36%
Emergency / Special Operations							5	24	96	125	1.35%
Inmate Transportation							2	12	260	274	2.96%
Investigations							48	186	944	1,178	12.74%
Parks Security							3	26	97	126	1.36%
Judge Protection									6	6	0.06%
Patrol							91	357	1,904	2,352	25.44%
School Resource								1	35	36	0.39%
Traffic								10	84	94	1.02%
Transit Security						1	12	56	369	438	4.74%
Total Direct / Line Services			-	-	-	1	222	995	7,017	8,235	89.08%
Total All Services	1	1	3	11	29	68	358	1,238	7,536	9,245	100.00%



The following exhibit shows the number and percentage of filled sworn positions by budget unit and by function category. More detailed information on filled sworn positions by budget unit, including specific functions and position ranks, are provided in tables in the appendix to this report.

Exhibit 3					
Filled Sworn Positions by Budget Unit and Function Category					
Budget Unit	Function				Totals
	Management	Administrative Services	Support Services	Direct / Line Services	
Administration					
Number	16	61	28	5	110
Percentage	14.55%	55.45%	25.45%	4.55%	100.00%
Court Services					
Number	14	1	9	1,270	1,294
Percentage	1.08%	0.08%	0.70%	98.15%	100.00%
Custody					
Number	31	41	115	2,299	2,486
Percentage	1.25%	1.65%	4.63%	92.48%	100.00%
Detectives					
Number	19	1	4	650	674
Percentage	2.82%	0.15%	0.59%	96.44%	100.00%
General Support					
Number	8	39	294	-	341
Percentage	2.35%	11.44%	86.22%	0.00%	100.00%
Medical Services					
Number			6		6
Percentage	0.00%	0.00%	100.00%	0.00%	100.00%
Parks & Countywide Services					
Number	10	3	3	271	287
Percentage	3.48%	1.05%	1.05%	94.43%	100.00%
Patrol					
Number	77	34	196	3,740	4,047
Percentage	1.90%	0.84%	4.84%	92.41%	100.00%
Totals					
Number	175	180	655	8,235	9,245
Percentage	1.89%	1.95%	7.08%	89.08%	100.00%



Responsibilities of Sworn Administrative and Support Personnel

An objective of this review was to identify the general job duties/responsibilities of sworn staff. Our analysis of sworn administrative and support personnel included identifying the responsibilities of sworn personnel providing these services. In addition, we obtained answers and information on the following three key questions from each of the Sheriff's units providing these services:

- Are law enforcement powers required?
- Are the skills, training, experience, or credibility of a Sworn Officer required?
- Are there benefits to the function being performed by Sworn Personnel?

Finding 2: A total of 442 or about 5% of the Sheriff Department's total sworn staffing provide administrative and support services that do not require law enforcement powers.

To evaluate whether functions should be performed by sworn or non-sworn personnel requires an evaluation of each of the three key questions outlined above. The first question, whether the function requires law enforcement powers, is the most important, and most objective. If performing a function requires the use of force, or powers of arrest, the function requires sworn officers.

Conducting internal affairs investigations is an example of a support function that requires law enforcement powers. Internal Affairs investigators conduct investigations of Sheriff's Department personnel, often into alleged criminal activity. These investigations can result in arrest, and potentially require the use of force. Other administrative or support functions may also require law enforcement powers due to the need for handling restricted weapons (training), or requirements to respond to emergency incidents with lights and sirens (Code 3), or the need to ensure the security of evidence or certain facilities.

The second question focuses on whether the skills, training, experience, or credibility of a Sworn Officer is required to perform a function. This question is more subjective. The units providing each of the administrative and support functions responded that such skills, training, experience or credibility is required for their functions. They also provided specific justifications for these requirements. Many of these justifications are valid and justify the "requirement" for these skills, training, experience or credibility. Others describe perceived sworn personnel requirements, or justifications for the current sworn staffing.

The third question focuses on the potential benefits of a function being performed by sworn personnel. In some cases, sworn skills, training, experience, or credibility is not required to perform a function, but does add value or provide some benefit in providing the function. This question is also subjective, and the units providing each of the administrative and support functions responded that there are benefits to these functions being provided by sworn personnel.



As mentioned, determining the validity of sworn staff performing functions that might be performed by non-sworn personnel was outside the scope of this effort. However, the Sheriff's Department should review all of the administrative and support functions currently staffed by sworn personnel that do not require law enforcement power. These functions are listed in the following two exhibits, including the number of sworn positions that do not require law enforcement powers (The general duties and responsibilities of these administrative and support services functions are described below).

The Sheriff's review should determine if these functions and the other administrative and support functions identified could be reassigned to non-sworn personnel in order to maximize sworn staff available to provide direct / line public safety and law enforcement services. The Sheriff's Department should pursue opportunities to replace sworn positions with non-sworn or civilian positions. The Sheriff's Department should also provide a clear rationale and justification for continuing to staff the remaining functions with sworn personnel.

Upon completion of the Sheriff's Department's review, an objective analysis of the Sheriff's Department review of these positions should be conducted by the Auditor-Controller. This analysis should determine if opportunities to replace sworn personnel performing these functions with non-sworn personnel were adequately identified and assessed, and that the justification for continuing with sworn staff in these positions is reasonable.

Recommendation 1: The Sheriff's Department should review all of the administrative and support functions currently staffed by sworn personnel that do not require law enforcement powers (as shown in Exhibits 4 and 5) to determine if these functions could be reassigned to non-sworn personnel.

Recommendation 2: The Auditor-Controller should conduct an objective analysis of the Sheriff's review of administrative and support functions currently staffed by sworn personnel that do not require law enforcement powers.

The following sections provide more information on the administrative and support services provided, including descriptions of each of these functions. Detailed function descriptions, including responses to the three questions outline above, are provided in the Appendix.

Administrative Services

A total of 180 filled sworn positions were identified as performing administrative services. For each of the specific functions being provided we asked if law enforcement powers are required to perform these functions. We also asked if the skills, training, experience, or credibility of a sworn officer is required, or if there are benefits to the function being performed by sworn personnel.



Finding 3: The majority (173 of 180 or 96%) of the administrative functions performed by sworn personnel do not require law enforcement powers. However, all functions were identified as requiring skills, training, experience or credibility of a sworn officer, and specific benefits to these functions being performed by sworn personnel were identified by the unit providing those services.

The following table summarizes the number of administrative positions by specific function, and whether law enforcement powers are required to perform each of these functions.

Exhibit 4 Sworn Staff Providing Administrative Services							
Function	Law Enforcement Powers Required?			Sworn Officer skills, training, experience, or credibility required?		Benefits of function performed by Sworn Personnel?	
	Yes	No	Total	Yes	No	Yes	No
Administrative Services							
Background Investigations		34	34	X		X	
Board / Legislative Relations		3	3	X		X	
Labor Relations		14	14	X		X	
Personnel		8	8	X		X	
Property / Evidence	7		7	X		X	
Recruiting		3	3	X		X	
Risk Management		51	51	X		X	
Scheduling		55	55	X		X	
Workers Compensation (RTW)		5	5	X		X	
Total Administrative Services	7	173	180				
Percentage	3.9%	96.1%	100%				

Each of these administrative services functions and the general duties and responsibilities are briefly described in the following section. More detailed descriptions of each, as well as specific information related to the above three questions are provided in the appendix of this report.

Background Investigations – conduct pre-employment investigations prior to an offer of employment to ensure qualified applicants are hired. This may include verification of applicant documentation, reference checks, and prior employer contacts. It also includes checking criminal history through Department of Justice (DOJ) and FBI databases.

Board / Legislative Relations - responsible for introducing legislation on behalf of the Department, taking positions on behalf of the Department, testifying on behalf of the Sheriff and the Department on legislative matters and acting as advocate/liaison



with the Governor's Office, various State and Federal agencies as well as working closely with the legislative advocates for the Board of Supervisors, District Attorney, and other county and local advocates to coordinate strategy. Serves as Department representative with the California State Sheriff's Association and the California Peace Officers Association.

Labor Relations – includes the American with Disabilities Act Unit (ADA Unit), which handles all Title I and Title II ADA issues; the Affirmative Action Unit (AA Unit), which responds on behalf of the Department to all external claims of discrimination, including responding to Department of Fair Employment and Housing (DFEH) and the Equal Employment Opportunity Commission (EEOC) complaints; the Coveted Testing Unit (CTU), which is responsible for the administration of all Coveted Position testing, Department assignments and monitoring coveted position assignments; the Employee Relations Unit (ER), which serves as facilitator, lead negotiator, and Departmental representative for contract negotiations, “meet and consult,” and “meet and confer” issues with the appropriate certified employee organizations; the Intake Specialist Unit (ISU), which is responsible for processing, assessing and monitoring all equity-based complaints defined within the Policy of Equality; The Ombudsperson Unit, which functions as a specialized resource for all Department members concerning the Policy of Equality and also provides assistance and support for Workplace Violence matters and provides trained advisors and mediators, including a Threat Management Team.

Personnel – Personnel Administration Bureau (PAB) is responsible for personnel, payroll and timekeeping services to all Department members. PAB has the oversight for all transactions affecting an employee during the hiring and separation process, while in service and the appropriate creation and retention of records pertaining to these matters. Personnel staff within Custody manage and oversee staffing and item allocations including the hiring process, movement, and transfers.

Property / Evidence - serves as the central repository for all seized evidence, as well as personal and found property entering into possession of the Department. The Unit ensures chain of custody as it maintains control over 780,000 items of property and evidence; assists other Sheriff's Department Units in the collection of seized evidence as needed, 24 hours a day, countywide; disposal of property and evidence while adhering to legal and regulatory statues, including but not limited to the destruction of controlled substances, hazardous chemicals, ammunition, fireworks, explosives, flammables, and biohazards; conducts annual Sheriff's Department Station inspections related to the booking, storage, and handling of evidence and property; and provides training for Sheriff's Department personnel in the proper handling of property and evidence.

Recruiting - responsible for assisting and encouraging people interested in the field of law enforcement to apply for the Sheriff's Department. Recruitment personnel assist in the application/testing process of the applicants, until the applicant moves



to the background portion of the process. Recruitment is also responsible for the administration of the Verified Physical Agility Test (VPAT) portion of the background process.

Risk Management - provides a Department-wide coordinated effort in reducing the frequency of preventable accidents, minimizing the loss of Department resources and controlling liability costs. In addition, divisions and units are required to develop their own plans and programs to address auto liability, general liability, law enforcement liability and employee safety and workers' compensation issues. Unit level risk managers in custody facilities and patrol stations review high liability activities at the unit level such as use of force, traffic collisions, misconduct complaints, and civil claims for patterns and for opportunities to improve Department operations.

Scheduling - responsible for the management and oversight of each unit's scheduling and deployment of line personnel. Works closely with the training office, service area sergeants and lieutenants to ensure proper service levels are met in each city, unincorporated patrol area, jail, and countywide support unit.

Workers Compensation (Return to Work) - acts as the liaison to all Department members to facilitate the treatment needed to return the employee to work following an injury or illness. Respond to all cases where personnel are seriously injured (i.e. shootings, traffic collisions, etc.) and are available to respond to all questions relating to claims processing and employee benefits for Department employees and their families. The Return to Work Unit staff also monitors Department employees who are absent from work due to a work-related injury or illness and assist with workers compensation process.

Support Services

A total of 655 filled sworn positions were identified as performing support services. For each of the specific function being provided we asked if law enforcement powers are required to perform these functions. We also asked if the skills, training, experience, or credibility of a sworn officer is required, or if there are benefits to the function being performed by sworn personnel.

Finding 4: Many (269 of 655 or 41%) of the support functions performed by sworn personnel do not require law enforcement powers. However, all functions were identified as requiring skills, training, experience or credibility of a sworn officer, and specific benefits to these functions being performed by sworn personnel were identified by the unit providing those services.

The following table summarizes the number of support positions by specific function, and whether law enforcement powers are required to perform each of these functions.



Exhibit 5 Sworn Staff Providing Support Services							
Function	Law Enforcement Powers Required?			Sworn Officer skills, training, experience, or credibility required?		Benefits of function performed by Sworn Personnel?	
	Yes	No	Total	Yes	No	Yes	No
Support Services							
Call Taking and Dispatch	99		99	X		X	
Communication Systems	7	23	30	X		X	
Community Relations		29	29	X		X	
Contract Law Enforcement		11	11	X		X	
Facilities	9	2	11	X		X	
Fleet		6	6	X		X	
Forensics		36	36	X		X	
Information / Data Systems	4	21	25	X		X	
Inmate Services		49	49	X		X	
Internal Investigations	62		62	X		X	
Media Relations		18	18	X		X	
Medical Services (Jails)		6	6	X		X	
Records and Identification		15	15	X		X	
Reserve Coordination	11		11	X		X	
Tactical Planning	13		13	X		X	
Training	181		181	X		X	
Youth Programs		53	53	X		X	
Total Support Services	386	269	655				
Percentage	58.9%	41.1%	100.0%				

Each of these support services functions and the general job duties and responsibilities are briefly described in the following section. More detailed descriptions of each, as well as specific information related to the above three questions are provided in the appendix of this report.

Call Taking and Dispatch (Watch Deputies) - Watch Deputies supervise desk operations at a station and oversees daily unit and facility functions to ensure the safety of the public and personnel in the unit and out in the field. The Watch Deputy interacts with the public and responds to emergencies, problems, and complaints, and provides armed security for the public and non-sworn employees while they are in the station.

Communication Systems - Communications Solutions is responsible for acquisition and management of the Sheriff's Department's mobile and portable radio equipment, development, design and installation of fixed radio equipment, maintenance of portable and mobile radio equipment and related systems, and



management of the Department's cellular and satellite based equipment. The Radio Room is responsible for dispatching emergency and non-emergency calls for service, operating and/or monitoring various systems, radio channels and general communication, as well as responsible for conducting periodic communications compliance testing and inspections. The Communications Training Team is responsible for the development, delivery, and management of communications technology device training for both sworn and non-sworn members of the Sheriff's Department and contract city personnel using Sheriff's Department communications equipment. The Mobile Solutions Unit (MSU) field-tests and deploys Mobile Data Computer (MDC) hardware and software to ensure the platform and applications provide an overall efficient workflow for Patrol personnel, balanced against mandated security requirements. The Los Angeles Regional Interoperability Communications System (LA-RICS) Unit is responsible for the implementation of the Sheriff's Department's next generation of land mobile radio and Long Term Evolution (LTE) broadband communications projects.

Community Relations - organizes, mobilizes, and facilitates communication with the public and motivates community members to participate in unique problem solving partnerships. Staff attends meetings to advise and train citizens and businesses on neighborhood safety, personal safety, home security, crime awareness, crime prevention techniques, and crime prevention through environmental design. Staff also coordinates and attends community events both at the station and throughout the station area, and facilitates the Department's Explorer and Volunteer programs.

Contract Law Enforcement - responsible for the management and oversight of the Sheriff's Department's Contract Law Enforcement Program. Working closely with the various station commanders and city representatives, the Bureau monitors all law enforcement services contracts to ensure proper service levels are met, and provides staff support to contract clients and Department Executives in areas relating to those contract services. For those entities that elect to contract, the Bureau coordinates the merger of existing law enforcement agencies and the transition of policing services to the Sheriff's Department.

Facilities – the Facilities Planning Bureau (FPB) plans, design, and construction oversight of all capital projects, facility renovations, and other non-maintenance construction projects for the Sheriff's Department, as well as manage all Sheriff's Department property leases. The Facilities Services Bureau (FSB) provides for the maintenance of all Sheriff's Department facilities, the production and management of energy, the monitoring of environmental regulations to ensure compliance, and the construction and renovation of existing facilities. Custody Division facilities staff are responsible for the maintenance and improvement of the Jail facilities. This includes cleaning, landscaping, painting, inmate laundry, maintaining the logistics warehouse and disbursing supplies to staff and inmates. In addition, the Logistics Office collects and manages requisitions and schedules repairs to the plumbing,



mechanical and structure of the facility. Custody Division facility staff responsibilities include supervising inmates while working outside of secure facilities.

Fleet - responsible for the management of the Sheriff's Department's vehicle and marine fleet. Also responsible for preparing specifications and issuing bids for the purchase of new vehicles, as well as evaluating the cost effectiveness of repair and replacement of the Department's fleet. Fleet Management personnel install communication equipment and ensure that maintenance and repairs are made for all vehicles/vessels and equipment. Also responsible for maintaining the Department's state of readiness for countywide disasters.

Forensics - Firearms/NIBIN Deputies examine and compare firearms and components of fired ammunition; reconstruction of shooting scenes, restoration of obliterated serial numbers; upload images of components of fired ammunition for inclusion into the National Integrated Ballistic Information Network (NIBIN). Latent Print Deputies process evidence for latent prints at crime scenes; conduct comparison prints from known individuals; enter prints into the Automated Fingerprint Identification System (AFIS) for local, state, and national searches for latent print matches. Polygraph Deputies conduct criminal investigations utilizing instrumentation for polygraph examinations in office and out in the field. Conduct pre-employment examinations requisite to the hiring of sworn personnel for the Department.

Information / Data Systems - Information Technology/Data Systems plans, develops, implements, coordinates and manages the information systems within the Department and a secured network/link for local, state, and federal agencies within Los Angeles County. This function is also responsible for the operation of the Department's wide area network and information systems. Information Technology/Communications is responsible for the operation of the Department's Computer Aided Dispatch (CAD) System that relays 911 calls for service to field units. The Los Angeles Regional Tactical Communications System (LARTCS), Data Solutions and Advance Surveillance and Protection Section (ASAP) is responsible for the management of the Sheriff's Department tactical communications vehicle fleet, Crisis Response Emergency Workaround (CREW) unit, and the Console Switch Interface (CSI) project.

Inmate Services - Food Services Unit provides food services support to the entire Los Angeles County Sheriff's Department in the form of jail employee daily meals, special function events, emergency meals and inmate daily meals. The Inmate Services Bureau provides contract monitoring and maintenance (inmate telephones, commissary, and vending services), reviews and provides recommendations regarding potential inmate programs and services, procurement of inmate supplies along with the development of new revenue sources. Also acts as a liaison between the Inmate Welfare Commission and the Sheriff's Department. The Education



Based Incarceration Bureau (EBI) creates, expands, and enhances educational programs provided to our inmate population.

Internal Investigations - responsible for the investigation of allegations of criminal and administrative misconduct as well as deputy involved shootings and significant use of force. In addition responsible for representing the Department at Civil Service Commission and Employee Relations Commission hearings, handling employment litigation, and serving as legal advisors in the disciplinary process and in the disciplinary review panels.

Media Relations - responsible for the Media and Marketing efforts of the Department and coordinates the 24-hour dissemination of news and information to the general public, news media, and members of the Department, including executive notifications. Sheriff's Headquarters Bureau is responsible for content on the Department web site (www.lasd.org), special events, film and media projects, international liaison and electronic communications (social media). The Bureau also maintains the Department's Operational Logs.

Medical Services (Jails) - provides health care services for all inmates housed within the Los Angeles County Sheriff's Department jail system. Medical staff is responsible for the quality of health care in all of the Los Angeles County Sheriff's Department medical facilities. Sworn staff are responsible for overseeing the daily operations of the Bureau, direct supervision of sworn staff and overseeing and managing administrative and functional operations, assisting with the completion of administrative Investigations and operational duties, and for support data reports and systems.

Records and Identification – Staff at the Inmate Reception Center (IRC) are responsible for the reception, input and management of all booking, judicial, and sentencing related documentation for all inmates in Sheriff's custody. Also receive individuals arrested by local agencies, as well as all court remanded inmates during trial procedures. Processes the release of inmates at the conclusion of court proceedings or sentences. Manage daily court traffic of inmates between their jail locations and the various courts throughout the county. Central unit assigned to interact with local law enforcement agencies, as well as out-of-state agencies in all levels (local, state and federal) regarding fugitives, renditions, and state/federal sentenced prisoners. Records and Information Bureau (RIB) staff are responsible for the collection, input and storage of most documentary and electronic records; retrieval of records and the production of information based upon these records; and identification of suspects based on record searches. Manages the Countywide Warrant System. Maintains criminal histories of all state Department of Justice (DOJ) retainable arrest records based upon positive fingerprint identifications.



Reserve Coordination - recruits new Reserve candidates and processes their applications, oversees and maintains training, conducts annual unit inspections, and coordinates personnel at various events.

Tactical Planning - supports the Department in all matters related to emergency preparedness, incidents, and responses which are beyond the scope of normal operations. This support is encapsulated into five main areas: Pre-Planned Events/No-Notice Incidents, Mutual-Aid, Training and Drills, Logistical Support, and Specialized Services.

Training – central training staff provide academy recruits and in-service personnel with the up-to-date, innovative, creative and realistic learning experiences. Includes Recruit Training, Advanced Officer Training, Weapons of Mass Destruction Detail, Field Operations Training, Education-Based Discipline, Weapons Training, Tactics and Survival Training (Laser Village), Emergency Vehicle Operations, and Professional Development. Unit level training staff maintain proficiency and compliance with Department and State mandated training requirements, and develop and provide additional training based on community needs, crime trends, and risk management events.

Youth Programs - Increase community safety by fostering self-esteem and a sense of purpose, assisting youth to find value in themselves, to feel a sense of direction, and define who they are. The STAR Program (formerly SANE) has been a collaborative effort between the Los Angeles County Sheriff's Department, educators, students, parents, and the community to offer an educational program in the classroom to prevent or reduce the use of "gateway" drugs (alcohol, tobacco and marijuana) and violence among our students.



Number of Sworn Staff Injured or Working Light Duty

One of our review objectives was to identify the number of sworn management and staff in direct public safety and indirect support who are on long-term leave or who are working under injury-related work restrictions that impact the staff's ability to perform essential work functions. To accomplish this objective we:

- Met with the Return to Work unit in order to gain an understanding of the nature of the records kept to track employees on long-term leave.
- Obtained detailed information on sworn employees who are injured or working light duty directly from the units.
- Categorized injured employees by function and summarized the results.

The policies for handling employees on long-term leave have changed in recent years. Under the old policies and procedures, employees on long-term leave were reassigned to a new position number in an "inactive items" pool, creating a vacancy under the employee's original position number. Therefore, if a new employee was hired to or transferred to the injured employee's original position number, two salaries were essentially being paid for the same position.

This practice was considered to be ineffective because it allowed the budget to be exceeded more easily. As recently revised, the current practice is to keep employees on long-term leave assigned to their original position numbers. Under this new policy, although the employee is unable to perform his assigned job function, his salary is still the responsibility of the unit to which he is assigned. This policy gives the units more incentive to motivate their employees to return to work and allows for more accurate tracking of the actual salaries costs of each unit.

Finding 5: Information on sworn staff injured or working light duty is not maintained in a central database.

While tracking injured employees is the responsibility of each employee's unit, there are also ten Case Managers within the Return to Work Unit who are responsible for tracking employees with work-related injuries. All units throughout the Department must submit an Absence Follow-Up Report (AFR) to the Return to Work Unit on a weekly basis. The purpose of the AFR is to list all employees who are out of work or who are working light duty for at least five days at the time of submittal. However, these records have not been digitized and are only maintained as hard copies. Therefore, it is difficult to summarize the number of employees on long term leave at a given time, as the information must be compiled from hard copies submitted by the units. The AFR requires that each unit report only the rank of each absent individual (i.e. Deputy, Sergeant, etc.). Specific job functions of employees on leave are not specified.

Certain employees with injury-related work restrictions are unable to perform their assigned duties, have not been deemed unable to work, but cannot be accommodated within their home unit. Such employees will often be loaned out to other units. These



loans are not reported on the AFR. The only evidence of these loans maintained at the Return to Work unit is found within the Case Managers' correspondence records. Thus, loans due to injury or illness are not formally tracked.

Because Return to Work only maintains hard copy records with limited information on the job functions of employees who are on long-term leave, it was necessary to obtain information on injured employees directly from the units themselves.

Recommendation 3: Information on sworn staff injured or working light duty should be maintained in a searchable database.

The content of the weekly Absence Follow-Up reports should be maintained electronically in a central and searchable database in order to improve the tracking of employees who are not performing the duties of their assigned position numbers. In addition, injured employees who are loaned to other units should be reported on the Absence Follow-Up reports and included in the database.

Finding 6: A total of 559 sworn staff have injuries that impact their ability to perform essential job functions.

We requested information directly from the units on the count and the job function of sworn staff with injuries that impact their ability to perform essential job functions. As reported by the units, there was a total of 559 sworn staff with such limitations. Of the total count of injured staff, 326 were on long-term leave and 233 were working light duty. A detailed listing of the injured sworn staff by function is shown below. Brief descriptions of each of the administrative and support functions are provided in the previous section of the report (pages 16 to 23).

Exhibit 6 Injured Personnel by Function					
Function	Captain	Lieutenant	Sergeant	Deputy	Total
Management					
Operations Management	3	5	0	0	8
Off Work	2	4			6
Light Duty	1	1			2
Total Management	3	5	0	0	8
Administrative Services					
Scheduling	0	0	1	2	3
Light Duty			1	2	3
Total Administrative Services	0	0	1	2	3
Support Services					
Call Taking and Dispatch	0	0	0	4	4
Off Work				2	2



Exhibit 6					
Injured Personnel by Function					
Function	Captain	Lieutenant	Sergeant	Deputy	Total
Light Duty				2	2
Facilities	0	0	0	2	2
Off Work				1	1
Light Duty				1	1
Forensics	0	0	1	4	5
Off Work				1	1
Light Duty			1	3	4
Information / Data Systems	0	0	1	0	1
Light Duty			1		1
Inmate Services	0	1	0	0	1
Off Work		1			1
Internal Investigations	0	1	3	2	6
Off Work		1	2	1	4
Light Duty			1	1	2
Records and Identification	0	0	1	0	1
Off Work			1		1
Training	0	0	0	1	1
Light Duty				1	1
Youth Programs	0	0	0	5	5
Light Duty				5	5
Total Support Services	0	2	6	18	26
Direct Law Enforcement / Line Services					
Civil Process Serving	0	0	0	4	4
Off Work				3	3
Light Duty				1	1
Community Policing	0	0	0	10	10
Off Work				9	9
Light Duty				1	1
Community College Security	0	0	1	3	4
Off Work				3	3
Light Duty			1		1
County Facilities Security	0	1	3	10	14
Off Work		1	3	7	11
Light Duty				3	3
Court Security	0	2	2	58	62



Exhibit 6					
Injured Personnel by Function					
Function	Captain	Lieutenant	Sergeant	Deputy	Total
Off Work		2	1	41	44
Light Duty			1	17	18
Custody	0	3	12	94	109
Off Work		3	9	60	72
Light Duty			3	34	37
Inmate Transportation	0	0	0	10	10
Off Work				8	8
Light Duty				2	2
Investigations	0	3	6	40	49
Off Work		3	3	28	34
Light Duty			3	12	15
Parks Security	0	0	3	7	10
Off Work			2	4	6
Light Duty			1	3	4
Patrol	0	12	70	140	222
Off Work		4	16	78	98
Light Duty		8	54	62	124
School Resource	0	0	0	1	1
Off Work				1	1
Traffic	0	0	1	5	6
Off Work				5	5
Light Duty			1		1
Transit Security	0	0	3	18	21
Off Work			3	13	16
Light Duty				5	5
Total Direct Law Enforcement / Line Services	0	21	101	400	522
Total Injured Employees - All Services	3	28	108	420	559
Off Work	2	19	40	265	326
Light Duty	1	9	68	155	233
Total Sworn Staffing					9245
Percent of Sworn Staff Off Work					3.53%
Percent of Sworn Staff Light Duty					2.52%



Vacant and Frozen Positions

One of our review objectives was to identify and categorize the number of sworn and non-sworn vacancies and frozen positions by unit and by function. To accomplish this objective we:

- Met with Position Control in order to gain an understanding of the nature of vacant and frozen positions.
- Obtained a listing of sworn and non-sworn vacancies by unit as generated from the eHR system.
- Categorized the vacant positions by function and summarized the results.

Finding 7: There were a total of 1,922 vacant positions within the Sheriff's Department. Of these, 1,759 were vacant and available to be filled, and 163 were vacant and in the process of being filled.

As of May 12, 2013, there were 786 vacant sworn positions and 1,136 vacant non-sworn positions. Of the 1,136 vacant non-sworn positions 973 were available to be filled and 163 were vacant but not available to be filled because those positions were pending hire. Because the hiring process had not yet been completed, the positions were still classified as vacant.

Of the total vacant positions not in the process of hiring, 46.8 percent were direct operations, 36.7 percent were support services, 16.2 percent were administrative services, and 0.3 percent were management. See the table below for further details on the number of vacant positions under each job function and function category.

Exhibit 7 Vacant Positions by Function				
Function Category	Sworn	Non-Sworn	Total	Percentage
Management				
Management Support	4	1	5	
Total Management	4	1	5	0.3%
Administrative Services				
Financial Services		36	36	
General Administration	1	199	200	
Maintenance and Repairs		35	35	
Personnel	3	9	12	
Risk Management/Compliance	2	1	3	
Total Administrative Services	6	280	286	16.2%
Support Services				



Exhibit 7 Vacant Positions by Function				
Function Category	Sworn	Non-Sworn	Total	Percentage
Communications	2	12	14	
Community Relations		19	19	
Contracts and Procurement	1	3	4	
Custody Support		15	15	
Facilities		26	26	
Forensics		7	7	
General Support Services	4	59	63	
Health Services		3	3	
Information / Data Systems	2	47	49	
Inmate Services		244	244	
Internal Investigations	3		3	
Investigations Support		10	10	
Operations Support		34	34	
Project Management		2	2	
Property / Evidence		20	20	
Records and Identification		105	105	
Security Support		22	22	
Supply and Logistics		1	1	
Training	4		4	
Total Support Services	16	629	645	36.7%
Direct Law Enforcement / Line Operations				
Aviation	1		1	
Community College Security	4		4	
County Facilities Security	27		27	
Court Security	71		71	
Custody	228	15	243	
Emergency / Special Ops	6		6	
Special Projects	5		5	
Homeland Security	1		1	
Inmate Transportation	13		13	
Investigations	28	1	29	
Park Security	10		10	
Parking Enforcement		13	13	
Patrol	338		338	
Security		34	34	
Transit Security	28		28	
Total Direct / Line Operations	760	63	823	46.8%
Total All Services	786	973	1759	100.0%
Positions Pending Hire but Still Vacant	0	163	163	
Total Vacant Positions	786	1136	1922	



There were no positions that were specifically identified as frozen as of May 12, 2013. However, in order to meet budget limitations, the Sheriff's Department has established a targeted number of positions to be maintained as vacancies. Of the 786 vacant sworn positions, 300 are to be held vacant. Of the 1,136 vacant non-sworn positions, 1,000 are to be held vacant (including those in the hiring process). While the Sheriff's Department internally refers to these as "frozen positions," they are not associated with specific position numbers and are not actually frozen within the eHR system.



Comparison With Other Sheriff's Departments

One of our review objectives was to compare the percentage of sworn and non-sworn personnel by function with other jurisdictions. To accomplish this objective we:

- Selected the Sheriff's Departments of six jurisdictions within the State of California for comparison: Alameda County, Orange County, Riverside County, Sacramento County, San Bernardino County and San Diego County.
- Obtained the most detailed available listing of budgeted or authorized positions for each Sheriff's Department.
- Categorized each Sheriff's Department's budgeted positions into various functions based on the position title and budget unit or division information that was available.
- Summarized the information obtained to draw conclusions on the comparative staffing of other jurisdictions' Sheriff's Departments.

Although we have completed a detailed categorization of the Los Angeles County Sheriff's Department's actual staffing for this engagement, we used the budgeted salaries in this comparison because detailed information was not readily available for the other jurisdictions' Sheriff's Departments. Because we judgmentally categorized the budgeted positions for all Sheriff's Departments using the same criteria, we believe the comparison is balanced and fair.

For three of the jurisdictions selected for comparison (Alameda County, Sacramento County and San Diego County), detailed budgeted staffing information by budget unit or division was not available. For San Diego County, only the total count of sworn and non-sworn positions was available. For Alameda County and Sacramento County, sworn positions were listed by rank only, without any detail on assignment or budget unit by which we could categorize those positions.

We were unable to obtain more detailed information on the staffing of these counties' Sheriff's Departments. Therefore, we were unable to perform a meaningful classification of budgeted sworn positions for those jurisdictions, and these are excluded from any such detailed comparison in this report.

The Los Angeles County Sheriff's Department does not include the functions of the Coroner or Animal Control. Therefore, we removed any staff related to these functions from other jurisdictions when performing our comparison. In addition, LASD's budgeted staffing included 1,517 non-sworn positions for direct medical services and 239 non-sworn administrative positions related to the medical services function. Of the other jurisdictions, only San Bernardino County included the medical services function in their Sheriff's Department's budgeted positions. Therefore, these positions have been removed from our comparison.

A detailed summary of the comparison of staffing by function is provided in the table on the following page.



Exhibit 8 Comparison with Other Sheriff's Departments' - Budgeted Staff by Function Category												
	Los Angeles County			Orange County			Riverside County			San Bernardino County		
	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total	Sworn	Non-Sworn	Total
Management	335	30	365	77	0	77	25	0	25	64	3	67
Administrative Services	90	1780	1870	0	528	528	47	415	462	99	405	504
Support Services	464	4738	5202	43	1335	1378	81	806	887	0	1059	1059
Direct Law Enforcement / Line Operations	9624	674	10298	1746	55	1801	3104	34	3138	1715	12	1727
Total All Services	10513	7222	17735	1866	1918	3784	3257	1255	4512	1878	1479	3357
Percent Sworn / Non-Sworn	59.3%	40.7%		49.3%	50.7%		72.2%	27.8%		55.9%	44.1%	



Finding 8: Los Angeles County Sheriff's Department's ratio of sworn to non-sworn staff falls near the middle of the spectrum of other counties.

We compared the Sheriff's percentage of sworn and non-sworn staff to that of other jurisdictions and found that LASD has a relatively lower percentage of sworn staff and a relatively higher percentage of non-sworn staff than three out of the six other jurisdictions. Accordingly, LASD has a relatively higher percentage of sworn staff and a relatively lower percentage of non-sworn staff than the remaining three jurisdictions. In addition, the percentages of both sworn and non-sworn staff were within approximately one percent of the average percentage of sworn and non-sworn staff of the other jurisdictions. We concluded that the ratio of sworn to non-sworn staffing falls near the middle of the spectrum.

Exhibit 9 Percentage of Total Staff		
Jurisdiction of Sheriff's Department	Sworn	Non-Sworn
Riverside County	72.2%	27.8%
Sacramento County	67.1%	32.9%
San Diego County	60.1%	39.9%
Los Angeles County	59.3%	40.7%
Alameda County	58.1%	41.9%
San Bernardino County	55.9%	44.1%
Orange County	49.3%	50.7%
Average of Other Jurisdictions	60.5%	39.5%
Los Angeles County - Variance from Average	-1.2%	1.2%

Finding 9: Los Angeles County Sheriff's Department's percentage of sworn staff by function category is reasonably close in comparison to the other jurisdictions surveyed.

We compared the Sheriff's percentage of sworn staff by function category to that of other jurisdictions and found that LASD has a reasonably close ratio of sworn staff in the management, administrative, support and direct categories. The percentage of sworn staff in each category was within three percent of the average of the percentage of sworn staff for all other jurisdictions.

We noted that the Los Angeles County Sheriff's Department did have generally more sworn support services staff and generally fewer sworn administrative services and sworn direct operations staff. Overall, we concluded that the spread of sworn staff across these categories was reasonably close in comparison to the other jurisdictions surveyed.



Exhibit 10 Budgeted Sworn Staff by Function Category					
Jurisdiction of Sheriff's Department	Total Sworn Staff	Management	Administrative Services	Support Services	Direct / Line Operations
Los Angeles County	10513	3.2%	0.9%	4.4%	91.5%
Riverside County	3257	0.8%	1.4%	2.5%	95.3%
San Bernardino County	1878	3.4%	5.3%	0.0%	91.3%
Orange County	1866	4.1%	0.0%	2.3%	93.6%
Average of Other Jurisdictions		2.8%	2.2%	1.6%	93.4%
Los Angeles County - Variance from Average		0.4%	-1.3%	2.8%	-1.9%

Finding 10: Los Angeles County Sheriff's Department's percentage of non-sworn staff by function category is generally within a relatively broad percentage range of staff among five other surveyed California counties.

We compared the Sheriff's percentage of non-sworn staff by function category to that of other jurisdictions and found that LASD has a ratio of non-sworn staff in each of the management, administrative, support and direct categories that falls within a relatively broad percentage range of staff among five other surveyed California counties. The percentage of non-sworn staff in each category was within three percent of the average of all other jurisdictions.

We noted that the Los Angeles County Sheriff's Department did have generally more non-sworn direct operations staff and generally fewer non-sworn support services staff. Overall, we concluded that the spread of non-sworn staff across these categories falls within a relatively broad percentage of staff among five other surveyed California counties.



Exhibit 11 Budgeted Non-Sworn Staff by Function Category					
Jurisdiction of Sheriff's Department	Total Non-Sworn Staff	Management	Administrative Services	Support Services	Direct / Line Operations
Los Angeles County	7222	0.4%	24.6%	65.6%	9.3%
Orange County	1918	0.0%	27.5%	69.6%	2.9%
San Bernardino County	1479	0.2%	27.4%	71.6%	0.8%
Riverside County	1255	0.0%	33.1%	64.2%	2.7%
Alameda County	764	0.0%	16.4%	68.5%	15.2%
Sacramento County	659	0.0%	18.7%	67.4%	14.0%
Average of Other Jurisdictions		0.0%	24.6%	68.3%	7.1%
Los Angeles County - Variance from Average		0.4%	0.0%	-2.6%	2.2%

Information Entered Into the eHR System

One of our review objectives was to determine whether staffing information is entered into the eHR system accurately, completely and timely by Sheriff's Department personnel. To accomplish this objective we:

- Met with the Staffing, Position Control and Personnel Operations units to gain an understanding of the policies and procedures for processing staffing changes such as hires, transfers, promotions and terminations.
- Selected a sample of fifty recent staffing changes and traced the information entered into the eHR system to supporting documents.

The policies and procedures for processing staffing changes involve three units within the Sheriff's Administration and Training Division. Those units and their primary roles in processing staffing changes are as follows:

- Staffing Unit: Schedules academy classes for sworn officers, verifies eligibility for hire, prepares rosters and files, and sends listings of transfers and promotions to the Position Control Unit.
- Position Control Unit: Assigns position numbers for new hires and staffing changes and generates weekly vacancy reports.
- Personnel Operations Unit: Enters information into the eHR system for new hires and staffing changes.

Finding 11: Staffing changes submitted for processing are entered into the eHR system accurately, completely and timely.

We randomly selected a sample of fifty recent staffing changes, including new hires, promotions and terminations, and traced the related staffing information from hard



copies of supporting documents to the corresponding entries in the eHR system. We tested for accuracy, completeness, timeliness, and proper approval of the personnel changes that were entered into eHR. Based on our testing, we found no exceptions and concluded that information was entered accurately, completely and timely by Sheriff's personnel.

Finding 12: Employees loaned to other units for extended periods of time are not tracked in the eHR system.

Over the course of this engagement, we noted that there are many employees who are loaned from one unit to another for extended periods of time (several weeks to several months). At the time of hire, every employee of the Sheriff's Department is assigned to a distinct position number by Position Control. The position number as assigned is entered along with the employee's information into the eHR system by Personnel Operations. Each position number is associated with a specific unit and determines which budget unit the employee's salary is accumulated under within the accounting system. These loans differ from official transfers, which follow the same process as a hire and are properly changed within the eHR system, in that loans are never entered into the eHR system. When an employee is loaned to a different unit, his salary is still recorded within the accounting system under the unit to which his position number is associated.

We noted that there are written policies and procedures for the eHR system on loaning a position to a different unit and subsequently returning a position to its original unit. However, these personnel changes are not processed by LASD because loans are not reported by the units for processing through eHR. Therefore, although the infrastructure exists to enter loans into the system, loans are not being properly tracked.

As reported by the units, there is a total of 403 loaned sworn staff, none of which have been processed through the eHR system. The following table is a summary of the total number of loaned sworn staff by rank and by function of their original assigned positions.

Exhibit 12 Loaned Sworn Staff by Function					
Function Category Prior to Being Loaned Out	Commander	Lieutenant	Sergeant	Deputy	Total
Management					
Executive Management	1				1
Operations Management		1			1
Management Support			1		1
Total Management	1	1	1	0	3
Administrative Services					



Exhibit 12 Loaned Sworn Staff by Function					
Function Category Prior to Being Loaned Out	Commander	Lieutenant	Sergeant	Deputy	Total
Risk Management				1	1
Scheduling			1		1
Total Administrative Services	0	0	1	1	2
Support Services					
Communications				1	1
Community Relations			1		1
Fleet				1	1
Information / Data Systems			1		1
Internal Investigations		1	2		3
Training		1			1
Youth Programs		1	1		2
Total Support Services	0	3	5	2	10
Direct Law Enforcement / Line Operations					
Aviation			1		1
Community Policing			3	36	39
Community College Security			1		1
County Facilities Security			1	2	3
Court Security				10	10
Custody		6	20	73	99
Emergency / Special Operations			2	1	3
Inmate Transportation			1	1	2
Investigations		1	11	63	75
Parks Security			1	1	2
Patrol		6	25	120	151
Transit Security				2	2
Total Direct / Line Operations	0	13	66	309	388
Total All Services	1	17	73	312	403



The Sheriff's Department should require that loans of employees for extended periods of time (several weeks to several months) to other units are processed through the eHR system in order to improve the accuracy of the Sheriff's financial recordkeeping. For more temporary loans, timesheets should be coded to reflect the actual location of the work performed. By processing loans through eHR or coding timesheets to the location where work is actually being performed, the Sheriff's would ensure that employees' salaries and employee benefits costs are reflected in the financial records under the unit in which they are actually working at the time the costs are incurred.

Recommendation 4: Loaned employees should be entered into eHR.



Compliance With Staffing Requirements

An objective of this review was to determine if the Sheriff's Department is in compliance with all applicable State and federal regulations on staffing requirements. To identify any State and federal regulations that defined staffing requirements for law enforcement agencies in general and specifically sheriff's departments we:

- Researched law enforcement literature and available sources and contacted leading experts in law enforcement.
- Interviewed Sheriff's Department Human Resource and Personnel management leadership.
- Interviewed Sheriff's Department division operational leadership (Custody, Courts, Detectives, Patrol).
- Interviewed the Sheriff's Department chief legal counsel.

Finding 13: There are currently no State or federal regulations that define staffing requirements for the Sheriff's Department.



Consistency with eCAPS Chart of Accounts

One of our review objectives was to determine consistency between the chart of accounts in the County's electronic Countywide Accounting and Purchasing System (eCAPS) and the organizational structure and operations of the department. To accomplish this objective we:

- Obtained the Sheriff's organizational chart and an understanding of the Department's actual organization.
- Obtained the eCAPS chart of accounts.
- Compared the Sheriff's actual organization with the chart of accounts, noting any discrepancies.

Finding 14: The eCAPS chart of accounts at the Division level accurately reflects the organizational structure of the Sheriff's Department. However, the eCAPS chart of accounts at the Budget unit level is not consistent with the organizational structure of the Department.

We performed a comparison at the Division level of the organization of the department to the fiscal year 2013-14 eCAPS chart of accounts and found that the structure and contents of the two sources agreed without exceptions. Therefore, we concluded that, as of the start of fiscal year 2013-14, the chart of accounts accurately reflects the organization of the Sheriff's Department at the Division level.

However, the eCAPS chart of accounts at the budget unit level is not consistent with the organizational and service delivery structure of the LASD. In our 2003 review we found that the LASD's six budget units did not match the key organizational and service delivery units of the Sheriff's Department. (See Recommendation 5 directed to the Sheriff in the section on follow-up on the recommendations from the prior review.) Since budget development, decision-making, appropriation, tracking, and reporting follow budget units, we recommended establishing one budget unit, whereby the Department budget would be formally controlled on a department-wide basis, and establishing "cost" centers within the County accounting system for information and monitoring purposes.

While the Board recently increased the number of budget units to ten (plus clearing units), the Sheriff's Department is currently organized into 15 divisions. As a result, the budget units and organizational and service delivery structure of the LASD continue to be misaligned.



5. Follow-Up on Prior Review Recommendations

In 2003, Thompson, Cobb, Bazilio and Associates (now Bazilio Cobb Associates) conducted a review of the budget methods and practices used by the Los Angeles County's Chief Administrative Office (now Chief Executive Office or CEO) and the Los Angeles County Sheriff's Department (LASD or Department). The primary purpose of this review was to determine and assess the budgetary process as it related to the development of the net county cost portion of the Sheriff Department's annual budget.

The 2003 review resulted in a series of recommendations, some directed to the Sheriff's Department and some directed to the CEO. Part of the scope of this current review was to follow-up on the implementation status of the recommendations made to determine progress made.

Recommendations Directed to the Sheriff's Department

The 2003 budget process and performance review included a total of 11 recommendations directed to the Sheriff's Department. The following sections provide the recommendations, their implementation status, a discussion of the rationale behind the recommendation, and a discussion of the implementation progress made. We also determined if the recommendations not fully implemented are still relevant today.

Recommendation 1 from the 2003 Report: The LASD should work with the CEO to expand the budget development process to include a substantive review of key trends in service areas, issues and challenges that need to be addressed, or changes in the demand for service that could drive staffing requirements.

Status: Partially Implemented, Still Relevant

The Sheriff's Department budget continues to be developed using a "base budget" approach. This approach does not provide for any substantive review of key trends in service areas, issues and challenges that need to be addressed, or changes in the demand for service that could drive staffing requirements. This "base budget" approach assumes that the level of resources available in the past are at the appropriate level, are appropriately distributed throughout the organization, and are appropriately allocated among the various types of expenditures (salaries, overtime, services & supplies, etc.).

LASD budget staff do meet with the CEO three times (initial budget, final changes, and supplemental changes) during the budget phase to discuss the budget issues and funding requirements. In addition, substantive review of staffing requirements for each budget unit is addressed in the LASD's budget request. However, the focus of these discussions is on new funding requests and does not include identification and discussion with the CEO of the key trends in service areas, issues and challenges that could drive staffing requirements within the base budget.



Recommendation 2 from the 2003 Report: The LASD should consider linking analyses of staffing requirements performed by the Department's divisions to the budget development process.

Status: Implemented

In the 2003 review we found that substantive review of staffing requirements is performed within the Department's divisions for each of its core services – patrol services, investigative services, custody services, and court services. However, this analysis was not used in the budget process, and played no substantive role during the budget process.

We found there is now extensive analysis of staffing requirements conducted for each budget unit and the results are incorporated in the LASD's budget requests.

Recommendation 3 from the 2003 Report: The LASD should consider developing a model for accurately projecting the Department's overtime resource needs.

Status: Implemented

In the 2003 review we found that The LASD's approach to budgeting overtime is admittedly a "best guess" approach. The Department did not have an accurate approach or method for projecting the overtime resource needs of the Department. As a result, the amounts budgeted for overtime did not reflect the amount needed.

In July 2009, LASD implemented an internal overtime expenditure tracking system (OETS) to monitor the reimbursable, non-reimbursable and vacancy overtime. This tracking system provides a more substantive basis for analyzing and projecting future Department overtime resource needs.

Recommendation 4 from the 2003 Report: The LASD, in coordination with the CEO, should consider budgeting and tracking reimbursed overtime expenditures incurred in providing services to contract events, or in meeting grant requirements, separately from other overtime. The budget amounts for reimbursed overtime should be flexible to not discourage the use of this overtime.

Status: Partially Implemented, Still Relevant

The LASD provides essential support for events such as parades, marathons, filmings, and other special events. The overtime related to these services are fully reimbursed. The annual amount of contract event overtime is not completely predictable. The Department must be somewhat flexible to meet the needs of events developed or planned during the course of the year.

The Department also uses fully reimbursed overtime to meet the requirements of limited term grants. It must be somewhat flexible to take advantage of grant opportunities during the course of the year. Unplanned increases in fully reimbursed contract event or grant overtime can result in the Department exceeding its budget for overtime. Budgeting this overtime separately, with flexible budget amounts, allows the Department to respond to contract event needs and grant opportunities without negatively impacting the regular overtime budget.



LASD has developed an internal overtime expenditure tracking system (OETS) to monitor the reimbursable, non-reimbursable and vacancy overtime. LASD has developed the overtime control numbers (OCNs) to track specific types of overtime events. This system allows reimbursed overtime expenditures to be tracked. However, reimbursable overtime has still not been budgeted separately from other overtime. The LASD should work with the CEO to begin budgeting reimbursed overtime separately from other overtime.

Recommendation 5 from the 2003 Report: The LASD should consider working with the CEO and Auditor-Controller to establish one budget unit, whereby the Department budget would be formally controlled on a department-wide basis. It should additionally consider establishing eleven "cost" centers within the County accounting system for information and monitoring purposes.

Status: Not Implemented, Still Relevant

In the 2003 review we found that the budget units did not match the key organizational and service delivery units of the Sheriff's Department. All budget development, decision-making, appropriation, tracking, and reporting follow budget units. At the time there were six budget units. The Board recently increased the number of budget units to ten. The Sheriff's Department is currently organized into 15 divisions. The budget units and organizational and service delivery structure of the LASD continue to be misaligned.

Recommendation 6 from the 2003 Report: The LASD should consider working with the CEO to identify the actual services and supplies (S&S) needs for the Department and develop a budget for services and supplies to ensure the Department's basic operating requirements are being adequately met.

Status: Not Implemented, Still Relevant

In the 2003 review we found that the Sheriff's Department had consistently underspent its budget for services and supplies. The reason behind this under spending was to balance out over expenditures in personnel related expenses such as salaries and overtime. Many of the expenditures in the services and supplies category can be deferred to realize short-term savings. This is particularly true of maintenance and equipment. However, deferring maintenance and equipment can result in substantial long-term cost increases.

The Sheriff's Department continues to underspend its services and supplies budget, and uses the excess amounts to fund budget shortfalls in Salaries and Employee Benefits. In order for the Sheriff's Department to meet its ongoing services and supplies needs, the structural deficits in the Department's Salary & Employee Benefits funding needs to be addressed. By doing so, the Department would have the flexibility to appropriately fund its S&S needs. The Sheriff's Department should identify the actual Services and Supplies needs for the Department, develop a budget for services and supplies that adequately reflects the Department's basic operating requirements, and work with the CEO to realign the budget.



Recommendation 7 from the 2003 Report: To improve budget and management accountability, the LASD should consider developing an ability to monitor the allocation of resources to specific projects or programs and to track the costs associated with the allocation of these resources to specific projects or programs.

Status: Implemented

The LASD routinely establishes special projects and programs to address specific issues or problems or to implement specific changes. In the 2003 review we found the Department had no ability to allocate a specific amount of resources to each project or program, or track total expenditures made to support each project or program, and to determine the total amount spent on each special project or program.

With the implementation of the Project Costing Module in eCAPS (Countywide Accounting and Purchasing System), LASD now has the ability to monitor and track the costs associated with the allocation of resources to specific projects or programs.

Recommendation 8 from the 2003 Report: The LASD should consider developing an annual business plan prior to the initiation of the annual budget that clearly outlines the organizations specific goals, discusses key trends, issues and challenges; and provides a clear strategic foundation for the budget process.

Status: Not Implemented, Still Relevant

The budget process is meant to be the method by which an organization determines the resources it needs to accomplish its mission and goals in the next fiscal year and the future. Given this, the budget should be built on a strong foundation that includes a clear mission and specific goals to be accomplished by the organization. Developing an annual business plan linked to the budget process would provide this foundation.

As with most public agencies, the Department has experienced significant funding curtailments beginning in FY 2009-2010. The focus has been on managing the curtailments and not on future strategic direction. As the economy strengthens and the County's financial condition improves this recommendation should be revisited.

Recommendation 9 from the 2003 Report: The LASD should consider developing and implementing a performance measurement system to provide meaningful evaluation of the effectiveness of programs and efforts relative to the Department's mission and goals.

Status: Partially Implemented, Still Relevant

Determining how effective programs and strategies are in making progress toward established goals is important. This requires an ongoing review of past performance and the effectiveness of programs and efforts. In the 2003 review we found the budget included minimal information on performance, with little meaningful information on the performance of key programs and services provided by the Department.

The Department initially participated in the County-wide Performance Measurement reporting system and submitted required performance measurement data to the CEO. This system was discontinued in response to the economic downturn and the County's



fiscal condition. As the economy strengthens and the County's financial condition improves this recommendation should be revisited.

Recommendation 10 from the 2003 Report: The LASD Financial Programs Bureau should conduct analysis of monthly expenditures compared to budgeted amounts including explanations of substantial variances from budgeted level, as well as potential or planned corrective actions to bring expenditures into compliance.

Status: Implemented

In the 2003 review we found that the LASD reported on variances of expenditures from budgeted levels, but did not provide any explanation for substantial variances from budgeted levels, nor did it provide any indication of potential or planned corrective action to bring budget variances into compliance.

LASD Financial Programs Bureau currently performs analyses of monthly expenditures, with comparisons to budgeted levels. Explanations of substantial variances from budgeted level and budget adjustment are included on the Budget status report submitted to the CEO every fiscal year on the 5th month, 7th month, 9th month, and 11th month.

Recommendation 11 from the 2003 Report: The LASD, Auditor-Controller, and the CEO should work together to implement a new financial management and reporting system to provide more accurate and timely financial information.

Status: Implemented

In the 2003 review we found that both Financial Programs Bureau staff and division budget representative expressed concern and frustration with the availability and quality of financial information to support budget monitoring. The Sheriff's Department suggested a new financial management and reporting be developed that would provide more accurate and timely information. Resource constraints had delayed progress on development of such a system.

Starting in FY 2005-2006, the County's electronic Countywide Accounting and Purchasing System (eCAPS) was implemented to provide more accurate and timely financial information.



Recommendations Directed to the CEO

The 2003 budget process and performance review included a total of seven recommendations directed to the CAO, now the CEO. The following sections provide the recommendations, their implementation status, a discussion of the rationale behind the recommendation, and a discussion of the implementation progress made.

Recommendation 1 from the 2003 Report: The CEO should work collaboratively with the Sheriff to ensure that their budget more accurately predicts actual expense within level two budget units.

Status: Not Implemented, Still Relevant

In the 2003 review we found there had been a repeated weakness in the budget process to project future Sheriff expenditures, both at the major object level and at the level two budget. Rather than requiring the Sheriff to more accurately reflect Salaries and Employee Benefits and Services and Supplies expenses, it appears that the Services and Supplies budget was simply allowed to offset the overages occurring within the Salaries and Employee Benefits budget.

The CEO's response to this recommendation stated:

We believe it is inappropriate to annually realign the Sheriff's budget to address prior-year spending patterns due to unanticipated or one-time only requirements. However, we will work with the Sheriff's Department to realign the level two budget units, where feasible, to more accurately reflect anticipated requirements and to process mid-year appropriation adjustments when feasible.

There continues to be significant misalignment between the Sheriff's Services and Supplies budget and Salaries and Employee Benefits budget, with overages in Salaries and Employee Benefits continuing to be offset by under spending in Services and Supplies.

The CEO indicates they will revisit this issue during the upcoming budget cycle given that the level 2 budget units' expenditures when compared to the budget have been consistently under or overstated for the past three years. The CEO agrees with the recommendation to work with the Department to ensure that the budget units more accurately reflect, when feasible, the anticipated expenditures for the year.

Recommendation 2 from the 2003 Report: The CEO should continue its efforts to explicitly quantify and highlight impacts of anticipated expense components of significant growth.

Status: Implemented

The multi-year forecast provides an effective mechanism to anticipate the County's financial position over the mid-term (three years). The forecast is a multi-year revenue forecast as well as a projection of the cost increases associated with some program changes and personnel costs on the General Fund. The forecast specifically identifies the impact on the General Fund for cost increases. It is provided to the Board annually in March prior to release of the proposed budget.



The multi-year budget forecast continues to be the primary tool used in determining the impact of significant cost increases, unfunded liabilities and revenue fluctuations that impact the County's General Fund. This tool has been enhanced by the inclusion of additional forecast categories, and now includes potential debt services and emerging issues that are a matter of policy and that are expected to have a significant impact on the County's financial resources.

Recommendation 3 from the 2003 Report: The CEO should adopt a more objective methodology for calculating salary savings and mandate that departments more accurately state budgeted positions they reasonably anticipate filling during the budget year.

Status: Implemented

Salary savings is intended to capture the cost savings associated with predictable salary adjustments (e.g., step increases) and routine vacancies. In our 2003 review we found salary savings had been artificially increased in order to offset an unfinanced increase in budgeted positions. The result had been that the Sheriff held certain positions "permanently" vacant in order to achieve their salary savings target.

In April 2012, a new payroll system (eHR), which includes a Position Control Module, came online. The new system requires that each budgeted and/or ordinance only position contain a unique position identifier. Further, the system does not allow the entry of an individual into the payroll system unless identified to one of the unique positions. This process prevents variances in budgeted positions compared to actual staffing.

The new system also provides information at a more granular level, thus allowing for review of the components of salaries at a lower level, which will facilitate the development of a more precise salary savings calculation for step and item variances. The new system provides for improvement to the process starting with the development of the FY 2013-14 recommended budget.

Recommendation 4 from the 2003 Report: The CEO should continue its efforts to more fully integrate and align strategic planning and performance measurements within the budget process.

Status: Implemented

In the 2003 review we found the budget process operates outside of a strategic framework and relied on incremental budgeting (or base budgeting) without critically examining the cost of programmatic base assumptions. Government entities that have fully embraced strategic planning and performance measurement have restructured the traditional budget process. A more strategic approach to budgeting facilitates understanding of the full or incremental cost of strategic priorities by linking resource allocations to targets of performance.

During the 2003 review the CEO was engaged in development of a new strategic planning effort and performance management measures process. That process required identification of budget requests with the goals and objectives outlined in the Strategic Plan, and inclusion of performance indicators that showed the progress at



achieving them.

In the years since initial implementation, the CEO strategic planning effort continues to ensure relevancy with the direction which the Boards of Supervisors has outlined for the County. Some modifications of the process have been made based upon experience. The most significant modification is that goals are at a higher level countywide. This modification provides Department Heads and managers with more flexibility in determining how to best achieve the countywide goals in their operating environments. The departmental strategic plan provides the link to the budgetary funding provided to each department.

Performance measures are no longer published in the Recommended Budget document. However, Departments remain responsible for tracking such data, and are expected to provide performance measure information upon request.

Recommendation 5 from the 2003 Report: The CEO should evaluate the effect of changes to the revenue management strategies for the expenditure of Proposition 172.

Status: Implemented

The CEO evaluated potential changes in policy relative to the revenue management strategies for Proposition 172 funds. The County's policy continues to be as outlined in the response to the 2003 review report. Proposition 172 revenues are already budgeted for exclusive use by the Sheriff and District Attorney. Additionally, these revenues are recognized in the year in which they are received and earned. For both departments, the total budgeted expenditures far exceed the Proposition 172 revenue that is received; however any excess above the budgeted amount is applied to eligible costs for which there was no previous offset.

Although the County incurs less Net County Costs in the years in which revenue exceeds the budgeted amount, it should be noted that in years in which there is a shortfall in Proposition 172 revenue, the County General Fund provides a backfill to each Department so that they suffer no adverse impact.

Variances, such as those observed for Proposition 172 revenues may arise in other County departments as well. Therefore, the County reviews such variances on a global basis, across all County departments, for the impact on the General Fund. These variances may result in savings to the General Fund, and may be set-aside in reserves to address other priority issues (such as backfilling revenue shortfalls such as that described above). If the savings were to be isolated in a single budget unit, it would inhibit the County's ability to prioritize and manage its financial resources from a global basis.

Recommendation 6 from the 2003 Report: The County should continue cost containment strategies that increase departmental accountability and reduce the workload necessary to enforce those strategies.

Status: Implemented



In the 2003 review we found that the cost containment strategies used required the budget analysts to spend time focusing on compliance issues, rather than focusing their attention on an assessment of programmatic and expenditure trends.

Recent improvement in the economy and the availability of information (due to technological advances) have allowed for the easing of some of the tedious review responsibilities for Analysts. Lifting of the hiring freeze and improved analytical tools assists Analysts in the assessment of programmatic and expenditure trends. A timeline of some the changes is shown below:

- Availability of financial data at programmatic levels as defined by department, using the functionality of the new financial system that was implemented in 2005.
- Availability of more data, including more granularities, with the implementation of the electronic human resources system that was implemented in 2012.
- Lifting of the hiring freeze by the Board of Supervisors in June 2013.

The County policies and procedures in place in 2003 were necessary to maintain budgetary and financial stability within the County. However, Analysts can now change their approach to monitoring their departments rather than focusing on compliance.

Recommendation 7 from the 2003 Report: The role of the CEO budget analyst should place an emphasis on developing a more comprehensive understanding and analysis of departmental programs, operations and facilities.

Status: Implemented

In the 2003 review we found that CEO budget analysts needed to build on their existing relationship with departments to gain a more thorough understanding and analysis of their department's operations and needs. This would place the analyst in a stronger position to evaluate a department's overall budget as well as individual programs and units.

CEO analysts continue to work with departments, including site visits and review of caseload and expenditure trends to develop and maintain a comprehensive understanding of departmental programs, operations and facilities.



6. Budget Questions

As part of this review we were asked to provide answers to the following questions regarding the Sheriff's budget:

1. What factors cause the Sheriff's to exceed its current budget? Budget overruns may have occurred within individual budget units without the Sheriff's exceeding its total appropriation.
2. What savings does the Sheriff's realize per budget unit (e.g., custody compared to patrol, etc.)?
3. What does the Sheriff's do with savings realized in individual budget units?

Answers to these three budget questions are provided in the following sections.

Factors Causing Budget Overspending by Budget Unit

To answer the question "What factors caused the Sheriff's to exceed its current budget?" we:

- Obtained adopted budget amounts and actual amounts for income and expenditures by budget unit for fiscal years 2011-12, 2010-11 and 2009-10.
- Identified the budget units that experienced budget overspending in the most recent year and obtained explanations for significant overspending in expenditures or shortfalls in revenue for those budget units.
- Performed a three-year variance analysis to identify budget units and budget line items with consistent overspending.
- Summarized the information obtained and analysis performed to identify changes to the budget that may mitigate consistent budget overspending.

For fiscal year 2011-12, the Los Angeles County Sheriff's Department's net county cost per the final adopted budget was \$1,257,995,000. The actual net county cost incurred by LASD was \$1,241,250,893, resulting in a total net savings of \$16,744,107. Although LASD did not exceed its total appropriation, four budget units had budget overspending: Patrol Services, Detective Services, General Support Services, and County Services.

The table on the following page shows the budget variances by budget unit.



Description	Exhibit 13 Fiscal Year 2011-12 Variance from Adopted Budget by Budget Unit								
	Administration	Patrol	Detective Services	Custody	Court Services	General Support	County Services	Clearing	Total
Expenditures									
Salaries and Employee Benefits	(1,619,610)	(25,775,879)	(12,171,466)	(22,272,208)	8,192,673	(9,026,399)	5,286,008	-	(57,386,881)
Services and Supplies	5,353,927	2,929,095	2,770,242	32,761,734	6,155,645	8,829,051	(672,495)	(11,552)	58,115,647
Other Charges	-	-	-	-	-	11,925,321	(66,111)	-	11,859,210
Fixed Assets	267,379	2,375,391	71,604	(1,002,488)	87,186	17,745,367	175,392	-	19,719,831
Total Expenditures before Intrafund Transfer	4,001,696	(20,471,393)	(9,329,620)	9,487,038	14,435,504	29,473,340	4,722,794	(11,552)	32,307,807
Intrafund Transfer and Revenue									
Intrafund Transfer	(149,262)	(18,296,945)	239,697	439,553	(137,661)	(26,773,192)	(5,032,962)	-	(49,710,772)
Revenue	969,177	23,077,956	5,660,403	36,326,122	(3,751,551)	(23,513,388)	(4,621,647)	-	34,147,072
Total Intrafund Transfer and Revenue	819,915	4,781,011	5,900,100	36,765,675	(3,889,212)	(50,286,580)	(9,654,609)	-	(15,563,700)
SAVINGS / (BUDGET OVERSPENDING)	4,821,611	(15,690,382)	(3,429,520)	46,252,713	10,546,292	(20,813,240)	(4,931,815)	(11,552)	16,744,107



Finding 15: The Sheriff's Department consistently spends more for salaries and employee benefits than it is budgeted, and consistently spends less for non-personnel expenditures than it is budgeted.

The variances for Patrol Services and Detective Services occurred in part because each of these budget units' actual salaries and employee benefits costs exceeded the budgeted amount. (A detailed schedule of differences between budget and actual and explanations for line item variances, see the Appendix.) In addition, actual salaries and employee benefits costs exceeded the budgeted amount across all budget units in total.

We performed a three-year variance analysis and found that expenditures for salaries and employee benefits are consistently over the budgeted amounts, while expenditures on services and supplies are consistently below budgeted amounts across all budget units. For all three years and for all budget units in total, expenditures exceeded budgeted amounts for salaries and employee benefits. As shown in the following table, savings in services and supplies offset these over expenditures so that total actual expenditures did not exceed the total budgeted expenditures.

Exhibit 14			
Expenditures - Variance from Adopted Budget - All Budget Units			
Description	2009-10	2010-11	2011-12
Salaries and Employee Benefits	(42,071,677)	(12,113,826)	(57,386,881)
Services and Supplies	59,055,277	91,982,396	58,115,647
Other Charges	1,672,265	4,580,164	11,859,210
Fixed Assets	16,140,856	32,368,825	19,719,832
BUDGET SAVINGS	34,796,721	116,817,559	32,307,808

In addition, the total actual salaries and employee benefits expenditures were fairly consistent over these three fiscal years. None of the years saw more than a two percent annual increase in this expense category, as shown in the following exhibit.

Exhibit 15				Percent Change From Prior Year		
Salaries and Benefits - Budgeted and Actual						
Description	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
Per Adopted Budget	2,094,089,000	2,142,340,000	2,137,415,000	1.3%	2.3%	-0.2%
Actual Expenditures	2,136,160,677	2,154,453,826	2,194,801,881	1.4%	0.9%	1.9%
(BUDGET OVERSPENDING)	(42,071,677)	(12,113,826)	(57,386,881)			



We concluded that the annual total salaries and employee benefits expenditures across all budget units are relatively predictable and should be more accurately reflected in the adopted budget.

We performed a similar analysis for the remaining expense categories (services and supplies, other charges and capital assets) and found that the total budgeted amount is consistently and significantly greater than the actual expenses incurred under each category. In total, the Sheriff's Department spent 16-23% less than budgeted in these categories at the end of each fiscal year.

Exhibit 16			
Non-Personnel Expenditures - Budgeted and Actual			
Description	2009-10	2010-11	2011-12
Services & Supplies per Adopted Budget	365,378,000	436,536,000	429,468,000
Other Charges per Adopted Budget	62,876,000	65,980,000	67,896,000
Capital Assets per Adopted Budget	33,110,000	60,485,000	47,137,000
NON-PERSONNEL EXP PER ADOPTED BUDGET	461,364,000	563,001,000	544,501,000
Actual Services & Supplies	306,322,723	344,553,604	371,352,353
Actual Other Charges	61,203,735	61,399,836	56,036,790
Actual Capital Assets	16,969,144	28,116,175	27,417,168
ACTUAL NON-PERSONNEL EXP	384,495,602	434,069,615	454,806,311
BUDGET SAVINGS	76,868,398	128,931,385	89,694,689
UNEXPENDED PERCENT OF BUDGET AMOUNT	17%	23%	16%

In the 2003 review we also found that the Sheriff's Department had consistently underspent its budget for services and supplies. The reason behind this under spending was to balance out over expenditures in personnel related expenses such as salaries and overtime. Many of the expenditures in the services and supplies category can be deferred to realize short-term savings. This is particularly true of maintenance and equipment. However, deferring maintenance and equipment can result in substantial long-term cost increases.

The Sheriff's Department continues to underspend its services and supplies budget, and uses the excess amounts to fund budget shortfalls in salaries and employee benefits. As a result, the budgets for salaries and employee benefits and services and supplies no longer reflect actual needs or requirements.

The Sheriff's Department should develop a baseline budget for salaries and employee benefits and services and supplies that accurately reflects the Department's basic operating requirements, and work with the CEO to realign the budget.



Recommendation 4: The Sheriff's budget should be realigned to more accurately reflect actual salary and employee benefit and services and supplies budget requirements.

The Sheriff's total budget for salaries and employee benefits is consistently exceeded, while the total budget for non-personnel expenditures is consistently underspent. However, total salaries and employee benefits costs increase at a predictable rate of two percent or less annually and therefore should be accurately projected in the budget based on actuals for the prior year.

Finding 16: Two budget units, Patrol and Detective Services, have consistent budget overspending, which are offset by savings in other budget units.

We performed a variance analysis for each budget unit individually and found that Patrol Services and Detective Services had budget overspending for three consecutive fiscal years. In each year, actual salaries and employee benefits exceeded the budget amount, while services and supplies and fixed assets expenses were generally less than the budget amount.

Exhibit 17			
Patrol Budget Unit - Variance from Adopted Budget			
Description	2009-10	2010-11	2011-12
<u>Expenditures</u>			
Salaries and Employee Benefits	(37,719,549)	(19,897,585)	(25,775,879)
Services and Supplies (total)	10,309,115	8,069,048	2,929,095
Fixed Assets	9,294,380	5,908,213	2,375,392
Total Expenditures before Intrafund Transfer	(18,116,054)	(5,920,324)	(20,471,392)
<u>Intrafund Transfer and Revenue</u>			
Intrafund Transfer	(18,562,208)	(13,533,760)	(18,296,945)
Revenue	(2,548,679)	(7,828,105)	23,077,956
Total Intrafund Transfer and Revenue	(21,110,887)	(21,361,865)	4,781,011
(BUDGET OVERSPENDING)	(39,226,941)	(27,282,189)	(15,690,381)



Exhibit 18 Detective Services Budget Unit - Variance from Adopted Budget			
Description	2009-10	2010-11	2011-12
Expenditures			
Salaries and Employee Benefits	(7,221,632)	(8,839,352)	(12,171,466)
Services and Supplies (total)	3,026,435	2,842,226	2,770,242
Fixed Assets	(30,740)	41,527	71,604
Total Expenditures before Intrafund Transfer	(4,225,937)	(5,955,599)	(9,329,620)
Intrafund Transfer and Revenue			
Intrafund Transfer	98,333	150,976	239,697
Revenue	(2,312,777)	(2,200,983)	5,660,403
Total Intrafund Transfer and Revenue	(2,214,444)	(2,050,007)	5,900,100
(BUDGET OVERSPENDING)	(6,440,381)	(8,005,606)	(3,429,520)

For these two budget units, we compared the budgeted and actual amounts for salaries and employee benefits over a three-year period and determined that these expenditures were consistently under budgeted although the actual expenses appear to be relatively predictable. This is consistent with the pattern of under-budgeting the salaries and employee benefits expenses for all budget units in total.

Exhibit 19 Patrol Budget Unit - Salaries and Benefits - Budgeted and Actual				Percent Change from Prior Year		
Description	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
Per Adopted Budget	781,302,000	792,759,000	787,117,000	0.8%	1.5%	-0.7%
Actual Expenditures	819,021,549	812,656,585	812,892,879	1.6%	-0.8%	0.0%
(BUDGET OVERSPENDING)	(37,719,549)	(19,897,585)	(25,775,879)			

Exhibit 20 Detective Services Budget Unit - Salaries and Benefits - Budgeted and Actual				Percent Change from Prior Year		
Description	2009-10	2010-11	2011-12	2009-10	2010-11	2011-12
Per Adopted Budget	104,656,000	100,797,000	102,050,000	1.8%	-3.7%	1.2%
Actual Expenditures	111,877,632	109,636,352	114,221,466	0.3%	-2.0%	4.2%
(BUDGET OVERSPENDING)	(7,221,632)	(8,839,352)	(12,171,466)			

In addition, consistent with the nature of budgeted non-personnel expenditures of all budget units in total, the services and supplies and fixed assets expenditures for Patrol Services and Detective Services were significantly below budgeted amounts in every fiscal year as shown in the exhibits on the following page.



Exhibit 21			
Patrol Budget Unit - Non-Personnel Expenditures - Budgeted and Actual			
Description	2009-10	2010-11	2011-12
Services & Supplies per Adopted Budget	31,930,000	34,436,000	37,818,000
Capital Assets per Adopted Budget	11,313,000	11,229,000	7,891,000
NON-PERSONNEL EXP PER ADOPTED BUDGET	43,243,000	45,665,000	45,709,000
Actual Services & Supplies	21,620,885	26,366,952	34,888,905
Actual Capital Assets	2,018,620	5,320,787	5,515,608
ACTUAL NON-PERSONNEL EXP	23,639,505	31,687,739	40,404,513
BUDGET SAVINGS	19,603,495	13,977,261	5,304,487
UNEXPENDED PERCENT OF BUDGETED AMOUNT	45%	31%	12%

Exhibit 22			
Detective Services Budget Unit - Non-Personnel Expenditures - Budgeted and Actual			
Description	2009-10	2010-11	2011-12
Services & Supplies per Adopted Budget	8,307,000	6,561,000	7,416,000
Capital Assets per Adopted Budget	55,000	75,000	115,000
NON-PERSONNEL EXP PER ADOPTED BUDGET	8,362,000	6,636,000	7,531,000
Actual Services & Supplies	5,280,565	3,718,774	4,645,758
Actual Capital Assets	85,740	33,473	43,396
ACTUAL NON-PERSONNEL EXP	5,366,305	3,752,247	4,689,154
BUDGET SAVINGS	2,995,695	2,883,753	2,841,846
UNEXPENDED PERCENT OF BUDGETED AMOUNT	36%	43%	38%

This finding is addressed by Recommendation 7.

Finding 17: There are consistent annual shortfalls in budgeted intrafund transfers and revenues.

The budget overspending for Patrol Services, General Support and County Services occurred in part because each of these budget units' actual intrafund transfers and revenue were less than the budgeted amount. The difference between budgeted and actual intrafund transfers for all three budget units was primarily due to unrealized federal Homeland Security grants. In addition, General Support and County Services' budgeted revenues were significantly greater than the actual revenues recognized during the year.

For a detailed schedule of differences between budgeted and actual revenues, see the Appendix. In addition, we performed a variance analysis and found that, with the exception of revenues in fiscal year 2011-12, actual intrafund transfers and revenues



were less than the budgeted amount across all budget units in total as shown in the table below.

Exhibit 23			
Intrafund Transfers and Revenues - Variance from Adopted Budget - All Budget Units			
Description	2009-10	2010-11	2011-12
Intrafund Transfer	(45,601,346)	(47,002,015)	(49,710,772)
Revenue	(22,209,714)	(44,957,217)	34,147,072
(BUDGET SHORTFALLS)	(67,811,060)	(91,959,232)	(15,563,700)

We concluded that budget overspending in intrafund transfers and revenues is consistent over the past three years and is one of the main factors in the total budget overspending for Patrol Services, General Support and County Services.

Recommendation 5: The Sheriff's Department should review historic budgeted and actual amounts for intrafund transfers and revenues to determine if more accurate budgeted amounts can be developed.

Savings Realized by Budget Unit

To answer the question "What savings does the Sheriff's realize per budget unit (e.g., custody compared to patrol, etc.)?" we:

- Obtained adopted budget amounts and actual amounts for income and expenditures by budget unit for fiscal years 2011-12, 2010-11 and 2009-10.
- Identified the budget units that experienced budget savings in the most recent fiscal year.
- Performed a three-year variance analysis to identify budget units with consistent budget savings.
- Summarized the information obtained and analysis performed to identify changes to the budget that may assist in restructuring the budget to reallocate budgeted revenues and expenditures from budget units that have consistent budget savings.

For fiscal year 2011-12, three budget units had budget savings: \$4,821,611 for Administration, \$46,252,713 for Custody, and \$10,546,292 for Court Services, as shown in Exhibit 11.

Finding 18: Two budget units, Custody and Court Services, have consistent annual budget savings.



We performed a variance analysis and found that two budget units, Custody and Court Services, had consistent budget savings over the past three fiscal years. For Court Services, actual amounts were less than the budget in all expenditure categories. For Custody, actual amounts were less than the budget in all expenditure categories except for salaries and benefits in fiscal years 2010-11 and 2011-12.

Exhibit 24			
Court Services Budget Unit - Variance from Adopted Budget			
Description	2009-10	2010-11	2011-12
<u>Expenditures</u>			
Salaries and Employee Benefits	3,333,913	10,346,333	8,192,673
Services and Supplies	5,177,563	6,869,155	6,155,645
Fixed Assets	-	140,000	87,186
Total Expenditures before Intrafund Transfer	8,511,476	17,355,488	14,435,504
<u>Intrafund Transfer and Revenue</u>			
Intrafund Transfer	(148,677)	(147,450)	(137,661)
Revenue	2,177,104	(7,181,051)	(3,751,551)
Total Intrafund Transfer and Revenue	2,028,427	(7,328,501)	(3,889,212)
BUDGET SAVINGS	10,539,903	10,026,987	10,546,292

Exhibit 25			
Custody Budget Unit - Variance from Adopted Budget			
Description	2009-10	2010-11	2011-12
<u>Expenditures</u>			
Salaries and Employee Benefits	13,817,714	(7,807,107)	(22,272,208)
Services and Supplies	16,257,660	34,883,305	32,761,734
Fixed Assets	5,300,667	4,832,884	(1,002,488)
Total Expenditures before Intrafund Transfer	35,376,041	31,909,082	9,487,038
<u>Intrafund Transfer and Revenue</u>			
Intrafund Transfer	202,055	561,375	439,553
Revenue	7,762,563	(11,077,016)	36,326,122
Total Intrafund Transfer and Revenue	7,964,618	(10,515,641)	36,765,675
BUDGET SAVINGS	43,340,659	21,393,441	46,252,713

Based on our variance analysis, there was no clear pattern in the budget or actual amounts for salaries and employee benefits of these budget units. However, consistent with the pattern for all budget units in total, the non-personnel expenditures for Court Services and Custody were over-budgeted over the three-year period.



Exhibit 26			
Court Services Budget Unit - Non-Personnel Expenditures - Budgeted and Actual			
Description	2009-10	2010-11	2011-12
Services & Supplies per Adopted Budget	10,128,000	11,391,000	11,706,000
Capital Assets per Adopted Budget	-	140,000	140,000
NON-PERSONNEL EXP PER ADOPTED BUDGET	10,128,000	11,531,000	11,846,000
Actual Services & Supplies	4,950,437	4,521,845	5,550,355
Actual Capital Assets	-	-	52,814
ACTUAL NON-PERSONNEL EXP	4,950,437	4,521,845	5,603,169
BUDGET SAVINGS	5,177,563	7,009,155	6,242,831
UNEXPENDED PERCENT OF BUDGETED AMOUNT	51%	61%	53%

Exhibit 27			
Custody Budget Unit - Non-Personnel Expenditures - Budgeted and Actual			
Description	2009-10	2010-11	2011-12
Services & Supplies per Adopted Budget	130,274,000	129,472,000	137,441,000
Capital Assets per Adopted Budget	5,528,000	5,528,000	5,528,000
NON-PERSONNEL EXP PER ADOPTED BUDGET	135,802,000	135,000,000	142,969,000
Actual Services & Supplies	114,016,340	94,588,695	104,679,266
Actual Capital Assets	227,333	695,116	6,530,488
ACTUAL NON-PERSONNEL EXP	114,243,673	95,283,811	111,209,754
BUDGET SAVINGS	21,558,327	39,716,189	31,759,246
UNEXPENDED PERCENT OF BUDGETED AMOUNT	16%	29%	22%

Recommendation 6: The Sheriff's budget should be realigned to more accurately reflect actual budget requirements by budget unit.

As described in the sections above, Patrol and Detective Services have consistent annual budget overspending, while Custody and Court Services have consistent annual budget savings. The budget for Custody and Court Services should be decreased, and the total budget for Patrol and Detective Services should be increased to reflect the Sheriff's Department's actual operations. This should mitigate budget overspending in individual budget units.



Use of Savings Realized in Individual Budget Units

Finding 19: Savings realized in individual budget units is reallocated to cover shortfalls in the budget units that experienced budget overspending.

As described above, the Sheriff's Department generally experiences budget savings across all budget units in total. Therefore, the savings realized in individual budget units is used to fund the shortfalls in budget units for which the adopted budget was insufficient to cover actual operations.



7. Appendix

Filled Sworn Positions by Function and Rank by Budget Unit



Exhibit 28 Administration Budget Unit - Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Management											
Executive Management	1	1	3	1	3					9	8.18%
Management Support						1	4	1	1	7	6.36%
Total Management	1	1	3	1	3	1	4	1	1	16	14.55%
Administrative Services											
Background Investigations							1	5	28	34	30.91%
Board / Legislative Relations							1	2		3	2.73%
Labor Relations							1		2	3	2.73%
Personnel						1	1	2	3	7	6.36%
Property / Evidence								3	4	7	6.36%
Recruiting								2	1	3	2.73%
Workers Compensation (RTW)							1	3		4	3.64%
Total Administrative Services	0	0	0	0	0	1	5	17	38	61	55.45%
Support Services											
Contract Law Enforcement						1	3	7		11	10.00%
Media Relations						1		5	10	16	14.55%
Youth Programs								1		1	0.91%
Total Support Services	0	0	0	0	0	2	3	13	10	28	25.45%
Direct Law Enforcement / Line Services											
Board Security							1	3	1	5	4.55%
Total Direct / Line Services	0	0	0	0	0	0	1	3	1	5	4.55%
Total Administration	1	1	3	1	3	4	13	34	50	110	100%



Exhibit 29											
Court Services Budget Unit - Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Management											
Executive Management				1	2					3	0.23%
Operations Management						5	5			10	0.77%
Management Support							1			1	0.08%
Total Management	-	-	-	1	2	5	6	-	-	14	1.08%
Administrative Services											
Workers Compensation (RTW)								1		1	0.08%
Total Administrative Services	-	-	-	-	-	-	-	1	-	1	0.08%
Support Services											
Training								1	8	9	0.70%
Total Support Services	-	-	-	-	-	-	-	1	8	9	0.70%
Direct Law Enforcement / Line Operations											
Civil Process Serving								10	53	63	4.87%
Court Security							10	43	874	927	71.64%
Inmate Transportation							2	12	260	274	21.17%
Judge Protection									6	6	0.46%
Total Direct / Line Operations	-	-	-	-	-	-	12	65	1,193	1,270	98.15%
Total Court Services				1	2	5	18	67	1,201	1,294	100%



Exhibit 30											
Custody Budget Unit - Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Management											
Executive Management				1	6					7	0.28%
Operations Management						9	10			19	0.76%
Management Support							2	2	1	5	0.20%
Total Management	-	-	-	1	6	9	12	2	1	31	1.25%
Administrative Services											
Personnel							1			1	0.04%
Risk Management							3	4	13	20	0.80%
Scheduling								6	14	20	0.80%
Total Administrative Services	-	-	-	-	-	-	4	10	27	41	1.65%
Support Services											
Facilities								1	8	9	0.36%
Fleet									1	1	0.04%
Information / Data Systems								1		1	0.04%
Inmate Services						1	8	16	24	49	1.97%
Records and Identification							1	2	7	10	0.40%
Training							2	5	38	45	1.81%
Total Support Services	-	-	-	-	-	1	11	25	78	115	4.63%
Direct / Line Services											
Custody							36	182	2,030	2,248	90.43%
Investigations							1	3	47	51	2.05%
Total Direct / Line	-	-	-	-	-	-	37	185	2,077	2,299	92.48%
Total Custody				1	6	10	64	222	2,183	2,486	100%



Exhibit 31 Detective Budget Unit - Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Management											
Executive Management				1	2					3	0.45%
Operations Management						7	7			14	2.08%
Management Support							1	1		2	0.30%
Total Management	-	-	-	1	2	7	8	1	-	19	2.82%
Administrative Services											
Scheduling								1		1	0.15%
Total Administrative Services	-	-	-	-	-	-	-	1	-	1	0.15%
Support Services											
Training								2	2	4	0.59%
Total Support Services	-	-	-	-	-	-	-	2	2	4	0.59%
Direct / Line Services											
Investigations							30	127	493	650	96.44%
Total Direct / Line Operations	-	-	-	-	-	-	30	127	493	650	96.44%
Total Detective				1	2	7	38	131	495	674	100%



Exhibit 32 General Support Budget Unit - Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Management											
Executive Management				2	3					5	1.47%
Management Support							2	1		3	0.88%
Total Management	-	-	-	2	3	-	2	1	-	8	2.35%
Administrative Services											
Labor Relations						1	3	4	3	11	3.23%
Risk Management						1	4	5	18	28	8.21%
Total Administrative Services	-	-	-	-	-	2	7	9	21	39	11.44%
Support Services											
Communication Systems						1	7	12	10	30	8.80%
Facilities							1	1		2	0.59%
Fleet							1	2	2	5	1.47%
Forensics						1	1	3	31	36	10.56%
Information / Data Systems						1	5	7	11	24	7.04%
Internal Investigations						2	9	46	5	62	18.18%
Records and Identification							2	2	1	5	1.47%
Training						1	7	22	90	120	35.19%
Youth Programs								1	9	10	2.93%
Total Support Services	-	-	-	-	-	6	33	96	159	294	86.22%
Total General Support				2	3	8	42	106	180	341	100%



Exhibit 33											
Medical Services Budget Unit - Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Support Services											
Medical Services						1	2	2	1	6	100.00%
Total Support Services	-	-	-	-	-	1	2	2	1	6	100.00%
Total Custody						1	2	2	1	6	100.00%



Exhibit 34 Parks and Countywide Services Budget Unit - Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Management											
Executive Management					3					3	1.05%
Operations Management						2	4	1		7	2.44%
Total Management	-	-	-	-	3	2	4	1	-	10	3.48%
Administrative Services											
Scheduling								1	2	3	1.05%
Total Administrative Services	-	-	-	-	-	-	-	1	2	3	1.05%
Support Services											
Media Relations									2	2	0.70%
Youth Programs							1			1	0.35%
Total Support Services	-	-	-	-	-	-	1	-	2	3	1.05%
Direct Law Enforcement / Line Services											
County Facilities Security							9	42	78	129	44.95%
Investigations							1	1	14	16	5.57%
Parks Security							3	26	97	126	43.90%
Total Direct / Line Services	-	-	-	-	-	-	13	69	189	271	94.43%
Total Parks & Countywide Svcs					3	2	18	71	193	287	100%



Exhibit 35											
Patrol Budget Unit - Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Management											
Executive Management				5	10					15	0.37%
Operations Management						29	28			57	1.41%
Management Support							2	2	1	5	0.12%
Total Management	-	-	-	5	10	29	30	2	1	77	1.90%
Administrative Services											
Risk Management								3		3	0.07%
Scheduling								23	8	31	0.77%
Total Administrative Services	-	-	-	-	-	-	-	26	8	34	0.84%
Support Services											
Call Taking and Dispatch									99	99	2.45%
Community Relations							1	11	17	29	0.72%
Reserve Coordination						1	1	6	3	11	0.27%
Tactical Planning							1	5	7	13	0.32%
Training								2	1	3	0.07%
Youth Programs							1	7	33	41	1.01%
Total Support Services	-	-	-	-	-	1	4	31	160	196	4.84%
Direct Law Enforcement / Line Services											
Aviation								6	38	44	1.09%
Community Policing							4	26	115	145	3.58%
Community College Security							1	11	29	41	1.01%
Custody									4	4	0.10%
Emerg./Special Operations							5	24	96	125	3.09%
Investigations							16	55	390	461	11.39%



Exhibit 35											
Patrol Budget Unit - Filled Sworn Positions by Function and Rank											
	Sheriff	Under Sheriff	Assistant Sheriff	Chief	Commander	Captain	Lieutenant	Sergeant	Deputy	Totals	Percent
Patrol							91	357	1,904	2,352	58.12%
School Resource								1	35	36	0.89%
Traffic								10	84	94	2.32%
Transit Security						1	12	56	369	438	10.82%
Total Direct / Line Operations	-	-	-	-	-	1	129	546	3,064	3,740	92.41%
Total Patrol				5	10	31	163	605	3,233	4,047	100%



Detailed Function Descriptions - Administrative Functions



BACKGROUND INVESTIGATIONS

Function Description: The mission of the Pre-Employment Unit is to conduct complete and thorough background investigations, to ensure we hire applicants who espouse the Department's Core Values, revere the laws we are sworn to enforce, embrace the ideas of community-based policing, and who mirror the diversity within the County of Los Angeles.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administration & Training		1	5	28	34

General Function / Position Responsibilities:

- Conduct thorough background investigations to ensure we hire qualified applicants, for both sworn and professional staff positions, who possess the characteristics of integrity, leadership, courage, compassion, and loyalty.
- Complete unbiased investigations in a timely manner, while maintaining the integrity of the background process.
- Continue to develop innovative plans to streamline and improve the hiring process.
- Exhibit professionalism when dealing with applicants, the public, and all other members of the Department.
- Implement the minimum selection standards set forth by the Department, the Department of Human Resources, California Government Codes and P.O.S.T Commission regulations.
- The main objective for investigators is to summarize the completed background investigation results in a narrative report that includes sufficient information for the reviewing authority to extend, as appropriate, a conditional offer of employment. The report, along with all supporting documentation obtained during the course of the background investigation, shall be included in the candidate's background investigation file. The supporting documents shall be originals or true, current, and accurate copies as attested to by the background investigator. The background investigation file shall be made available during POST compliance inspections.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- The use of sworn personnel to perform background investigations is an industry standard. The Los Angeles Police Department uses retired police officers to perform background investigations, with a required minimum of 10 years of



experience as a sworn law enforcement officer and 2 years as a background investigator to apply.

- Sworn personnel have a vested interest in hiring the most qualified applicants, whom they may supervise or work with in future assignments and/or stressful situations.
- Sworn personnel possess advanced investigative skills, abilities, and training, due to the nature of their duties and experience.
- Sworn personnel possess a unique ability in developing a trustworthy foundation of contacts within other law enforcement agencies, based on previous joint criminal investigations.
- Sworn personnel project a military demeanor and positive image of the Department for the applicant and public.
- Sworn personnel provide a deployable security resource in times of on/off-site emergencies.
- Sworn personnel possess an understanding of the local geographic areas and potential associated issues (gang and narcotic activity) in some of these communities where we recruit applicants. They also have the special training and knowledge to effectively address these issues during the pre-employment interviews and investigations.

Benefits of function performed by Sworn Personnel (optional):

- Recruitment and retention improve as sworn personnel mentor applicants throughout the hiring process as well as in their careers.
- Sworn personnel provide a future pool of trained supervisors for the unit.
- Ability to obtain, read, verify and interpret Departmental reports (JDIC, crime reports, court documents, etc.).
- A P.O.S.T. objective for investigators is to enhance professionalism and raise the level of competence of California law enforcement agencies.
- Sworn personnel understand the scope and challenges of law enforcement, and can guide applicants in determining suitability for various positions.
- Sworn personnel are afforded a higher degree of credibility with references, due to training and experience. Thus, references are more inclined and likely to disclose adverse information to sworn investigators.

The **Lieutenant** manages the overall operation of the Pre-Employment Unit, supervises the Backgrounds Operations Sergeants, Operations Staff, Background Team Sergeants, Background Investigators, Professional Staff Supervisors and Clerical Support Staff.

His primary duties consist of, but are not limited to:

- Review all applicant investigations.
- Verify and approve all statistical reports.
- Supervise and evaluate the Operations Sergeants, Background Team Sergeants and Professional Staff Supervisors.



- Assign, monitor, and approve necessary correspondence regarding inquiries and complaints from applicants.
- Handle telephone inquiries and complaints.
- Continually review, critique, and modify unit procedures to meet all Government Codes and Department policies.
- Attend required meetings and keep unit personnel informed of Bureau and Department activity.
- Ensure contracts with vendors are current and correct (e.g. outside private contracting background investigators, pre-employment screening psychological examiners, etc..)

The **Pre-Employment Sergeants** supervise the Backgrounds Operations Staff and Background Investigators of the teams they are assigned. Their duties consist of, but are not limited to:

- Assign, monitor, and approve background investigation files.
- Review all applicant investigations.
- Supervise and evaluate background investigators and civilian staff.
- Handle telephone inquiries and complaints.
- Continually review, critique, and modify unit procedures to meet all Government Codes and Department policies.
- Attend required meetings and keep unit personnel informed of Bureau and Department activity.

The **Pre-Employment Background Investigators** conduct pre-employment background investigations on Department applicants regarding sworn and civilian positions. Their primary duties consist of but are not limited to:

- Review applicant supplied information and documentation.
- Interview applicants.
- Schedule applicant for polygraph testing if needed or applicable.
- Verify identifying information and documentation including- Applicant's Name, Age, Date of Birth, Social Security Number, Driver License Number, Selective Service Number (if applicable), Citizenship Documentation, Auto Insurance, and information supplied on the applicant's personal history statement.
- Conduct residence checks (if applicable)
- Contact references including personal, family, and spouses.
- Contact present and past employers.
- Conduct police department checks of areas and places the applicant has lived, worked, or gone to school.
- Contact other law enforcement agencies the applicant has tested with and obtain status of past/current applications.
- Submit the applicant's Livescan fingerprints for checks through DOJ and FBI databases.
- Upon completion of every background investigation, the investigator must complete a thorough Investigator Summary of the above information.
- Submit organized applicant file for supervisor review.



BOARD / LEGISLATIVE RELATIONS

Function Description: The Legislative Unit consists of the Lieutenant who acts as the Legislative Advocate and a Sergeant who acts as the Legislative Sergeant. The Unit is responsible for introducing legislation on behalf of the Department, taking positions on behalf of the Department, testifying on behalf of the Sheriff and the Department on legislative matters and acting as advocate/liaison with the Governor's Office, various State and Federal agencies (CDCR, DOJ, Attorney General's office, Department of Health and Department of Mental Health, Administrative Office of the Courts (AOC) etc.) as well as working closely with the legislative advocates for the Board of Supervisors, District Attorney, and other county and local advocates (LA City Attorney, Mayor, LAPD) to coordinate strategy. Serves as Department representative with the California State Sheriff's Association and the California Peace Officers Association. Additionally, represents the Department in the Statewide Law Enforcement Coalition made up of labor and management organizations and agencies.

The Board Team is a liaison between the Board of Supervisors and the Department. The team works closely with the Board Offices and various County Departments (Chief Executive Office, Executive Office, County Counsel, Chief Information Officer, Probation, Fire, and other public safety departments) ensuring the Department remains in compliance with requests from the Board.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administration & Training			1		1
Executive		1	1		2

General Function / Position Responsibilities – Legislative Unit:

- Serves as Department Legislative Advocate (Lobbyist)
- Oversees various State and Federal Legislation efforts
- Introduces at least ten or more specific pieces of legislation (Bills) on behalf of the Department
- Coordinates Department positions with those of the County
- Reviews thousands of bills introduced each year on the State and Federal level
- Advises Sheriff's Department executives and operations staff on legislation or law that might impact the Department
- Liaison with Governor's office and Department of Finance (various funding including but not limited to Realignment)
- Acts as the Department intergovernmental relations experts in dealing with a host of County, State and Federal agencies related to legislation
- Liaison with all Federal and State agencies (CDCR, DOJ, DHS etc)
- Advise the Sheriff on the various legislative and legal issues



- Introduce legislation to increase Department funding (such as TRAP, Court Services Civil fees, Real Estate Task Force, COPS Funding and Jail Realignment funding)
- Seek State funding for capital projects (Crime lab funding (2000-2001 \$96.1 million) and various jail funding (AB 900 \$100 million))

General Function / Position Responsibilities - Board Liaison:

- Receive, process, and file letters from the Department to the Board of Supervisors in keeping with Chief Executive Office's protocols.
- Assist Department personnel in Board procedures and drafting Board letters.
- Coordinate Departmental responses to the Board of Supervisors request for information.
- Schedule preliminary meetings between Department Units and other County departments.
- Attend Public Safety Cluster Agenda Review Meetings (CAR) and monitor Department items and personnel.
- Attend all Board of Supervisors' meetings and monitor and track all Department items or Board actions which impact the Department.
- Prepare summaries of Board actions affecting the Department.
- Keep Department executives informed of any issues the Board or other County departments may have regarding our Department.
- Provide security for special accounts personnel when delivering and picking up deposits from the Hall of Administration.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- In order to represent the Department with the California Peace Officers Association (on behalf of the Sheriff) you must be a sworn peace officer
- The Board Offices frequently have questions regarding policies, laws, and ordinances.
- The Board Offices and other County departments have questions regarding procedures as they relate to the handling of patrol calls and investigations in the field.
- Working knowledge of law enforcement tactics and needs are critical to this position as the legislature deals with laws that may impact our authority
- Often times legislation is introduced that could have a serious impact on the officer on the street and the Legislative Units vast law enforcement experience is critical to testifying on these issues
- Having a sworn member of the Department in this position gives instant credibility on many issues facing the legislature and congress as well as various governmental agencies



- Over the years, Governors, and others have sought our opinion out on a vast array of issues simply because we are sworn peace officers
- Meetings with members of the State legislature as well as members of Congress has required us to give advice and to advise these members on various law enforcement issues that only sworn personal would be able to offer.
- The Board Offices frequently draw on the experience of sworn personnel during public safety meetings and closed session.
- The Board Offices often call the Board liaison for direction on the handling of crimes and or other violations of the law.
- The Board Offices use the Board liaison as a reference to direct them to the proper unit which can assist them with their specific need(s).

Benefits of function performed by Sworn Personnel (optional):

- Provide security for special accounts
- Real life experience on how these matters will impact law enforcement
- Being able to identify what legislation will impact the Department based on practical and real life experience as a sworn officer
- Can participate in some organizations such as Peace Officers Association (open to sworn only) that gives the Department significant influence on their policy decision making
- The Board Offices receive an immediate response when inquiring about policies, laws, or ordinances as they relate to our Department.
- Board Offices receive an accurate account of the procedures sworn personnel undertake during different situations.



LABOR RELATIONS

Function Description: The Bureau of Labor Relations and Compliance (BOLRAC) is comprised of the following units: The American with Disabilities Act Unit (ADA Unit), which handles all Title I and Title II ADA issues; the Affirmative Action Unit (AA Unit), which responds on behalf of the Department to all external claims of discrimination, including responding to Department of Fair Employment and Housing (DFEH) and the Equal Employment Opportunity Commission (EEOC) complaints; the Coveted Testing Unit (CTU), which is responsible for the administration of all Coveted Position testing, Department assignments and monitoring coveted position assignments; the Employee Relations Unit (ER), which serves as facilitator, lead negotiator, and Departmental representative for contract negotiations, “meet and consult,” and “meet and confer” issues with the appropriate certified employee organizations; the Intake Specialist Unit (ISU), which is responsible for processing, assessing and monitoring all equity-based complaints defined within the Policy of Equality; The Ombudsperson Unit, which functions as a specialized resource for all Department members concerning the Policy of Equality and also provides assistance and support for Workplace Violence matters and provides trained advisors and mediators, including a Threat Management Team

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administrative and Training	1	3	7	3	14

General Function / Position Responsibilities:

- Responsible for evaluating reasonable accommodations requests for employees through the interactive process.
- Ensures Department accessibility for programs and services to the public.
- Responds to external discrimination complaints from the EEOC, DFEH and CEOP.
- Trains Assessors (LASD Lieutenants and Sergeants) to score Oral interview and Competency Demonstration Exercise test components for 50 different Department assignments.
- Maintains and manages eligibility lists for all coveted position assignments Department wide.
- Administers all coveted processes.
- Provides training to Department scheduling and training supervisors regarding test issues and updates and advice concerning schedule changes etc.
- Functions as the Department’s central control for all Departmental grievance, non-discipline appeals, non-discipline arbitrations, and related settlement agreements.
- Provides Instruction and recommendation regarding various employee-relations matters and programs to all levels of Management.



- Responsible for notifying employee organizations (unions) of anticipated policy changes, and meets with those organizations upon request or when mandated to.
- Coordinates all employee release requests from recognized organizations.
- Monitors the release of information to recognized organizations, while mitigating the exposure of sensitive Department topics and information.
- Processes and manages all Policy of Equality (POE) complaints.
- Provides assistance and training to Department members regarding the Policy of Equality and associated procedures.
- Provide workplace violence assistance and support for Department members experiencing a threatening work environment. The Threat Management Team assists Units with threats of violence.
- Sworn staff and trained mediators provide objective advice for conflict resolution and disputes to achieve workable agreements between Department members whenever an irresolvable dispute creates conflict in the workplace.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- Sworn staff is required for "Rollout" functions when handling workplace violence matters involving sworn and professional staff personnel.
- Sworn staff members are required to travel to numerous off site facilities for meetings and conferences and are required to carry their duty weapon and respond to incidents if necessary.
- All CTU Assessors of the Oral Interview and Competency Demonstration Exercise test components are sworn members who have extensive LASD experience, skills and training, thus making them experts in providing accurate evaluations and scores to sworn candidates involved in the testing process.
- Candidates are able to contact CTU supervisors and review their tests in an effort to ascertain why they failed to receive a perfect score. CTU sworn supervisors have a great deal of Department experience, and draw from this experience when providing sworn candidates with advice on how they can improve their test scores in the future.
- A working knowledge of all Department policies and procedures as they relate to the duties of a sworn officer is essential in discussing concerns and issues with Deputy Sheriff Employee organizations.
- Meet and confer/meet and consult sessions with sworn member bargaining units require knowledge of all aspects of Department operations, field deployments, tactical considerations and working conditions as they relate to Department policy and MOU issues.
- Grievance issues require knowledge of all aspects of sworn officer's duties in consulting with management and providing assistance.
- Patrol and custody assignments expertise by our sworn personnel assist in understanding the nature of a complaint and/or concerns from certain



Department members who wish to report a violation of the Policy of Equality, including Department knowledge of line functions.

- Law enforcement training and experience of sworn staff is required to assist Department of Human Resource (DHR) Compliance Officers with questions related to patrol personnel complaints regarding patrol training, training officers, equipment, scheduling, patrol assignments, etc.
- Sworn officers are required for their credibility and reliable knowledge of law enforcement field experience in order to provide advice or recommendations to Department members with inquiries or complaints regarding the Policy of Equality.
- The Intake Specialist Unit receives inquiries, notifications and complaints from civilian personnel against law enforcement personnel. Sworn staff is required in order to better understand and assist Sheriff's Department units in handling various types of complaints.
- Sworn officers play the role of a liaison between Sheriff's Department units and DHR in order to obtain required documents to process complaints in an expeditious manner.

Benefits of function performed by Sworn Personnel (optional):

- Specialized law enforcement skills are necessary within CTU. The ongoing Coveted Testing process development initiated by the Bouman Consent Decree requires law enforcement participation and subject matter expertise. It took LASD over (30) years to gain compliance with the Bouman Consent Decree.
- It was agreed upon by the Department, Bouman Class Counsel and Landy Litigation Support Group that LASD Sworn Supervisors would always participate and play a major role in the Coveted position testing processes.
- Credibility and validation relative to sworn matters is necessary when discussing Department issues and recommendations with executives.
- Due to their patrol and custody expertise, sworn staff is able to better determine appropriate proposals for operational issues.
- Sworn staff is necessary to provide reassurance to Sheriff's Department personnel of their understanding of Department functions and policy.
- Sworn supervisors at the Intake Specialist Unit are able to communicate effectively with Sheriff's Department sworn supervisors and Command staff, as they have knowledge about Policy and expertise in the sworn functions of the Sheriff's Department.
- Sworn supervisors are required in order to respond and handle workplace violence situations involving imminent threats of violence.



PERSONNEL OPERATIONS

Function Description: Personnel Administration Bureau (PAB) - Provide reliable, consistent and timely personnel, payroll and timekeeping services to all Department members. PAB has the oversight for all transactions affecting an employee during the hiring and separation process, while in service and the appropriate creation and retention of records pertaining to these matters. Payroll and Timekeeping services need to be relayed to and handled by the Pay and Leave Management Unit.

Function Description: Custody Division: (CD) - Provide reliable, consistent and timely personnel, budgetary and expenditure processing to all Department members. Manage and oversee staffing and item allocations for two divisions including the hiring process, movement, and transfers for staffing of approximately 7,000 personnel.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administration & Training	1	1	2	3	7
Custody		1			1

General Function / Position Responsibilities - PAB:

- Process new hires, transfers, reinstatements, separated employees and the release of temporary employees.
- Process employee changes of status, e.g., promotion, restoration, demotion.
- Maintenance of employee location and work-site issues.
- Coordinate special programs including the 120-Day Retiree Program, Continued Service After Age 60 Program, County-Wide Youth Employment Program (CYEP), Temporary Contract Employee Program, Veteran Intern Hiring Program, Community Based Enterprise Education Program (C-BEEP) and the Career Development Intern Hiring Program.
- Oversees the Management Appraisal Performance Plan (MAPP).
- Coordinates, prepare and process, in conjunction with Department's Advocacy Unit, employee performance issues, e.g., discharge, demotion and Skelly rights.
- Coordinate the Chief Administrative Office approval process for new hire, promotion, etc., transactions.
- Oversees the Employee Service Center and their activities.
- Oversees the Sworn Staffing Unit and their activities.
- Handles and coordinates all administrative responsibilities for the Bureau.
- Management of internal operations for Personnel Administration Bureau. including budget, staffing, parking, training, and vehicles.
- Oversees, orders, processes, and distributes the services and supplies of the Bureau,
- Monitors all large encumbrances and purchase orders generated through contracts and ISD requisitions, i.e. DOJ Fingerprinting, Background



Investigations, Psychological Services, Building Security, Civilian and Sworn Badges, and Internal Transaction Agreements.

- Operates the Sheriff's Headquarters mail room.
- Manages Employee Reports of Outside Employment.
- Coordinates, distributes and processes Performance Evaluations.
- Prepares and distribute the Bureau's weekly reports to ASD Headquarters.
- Keeper and distributor of the Department's medal and award pins.
- Coordinates Bureau special pick-ups and deliveries, i.e. W-2's, payroll warrants, etc..
- Plans, and schedules DST, CA and SO academy classes.
- Liaison with the County Department of Human Resources in coordinating continuing educational programs.
- Manage Employee Reports of Outside Employment.

Are law enforcement powers required? __Yes X No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? X Yes __No. If yes, please list.

- Having law enforcement knowledge, skills and experience greatly enhances the Department's effectiveness. It is beneficial in creating an effective communication conduit between Human Resources and the Sworn Units, Bureau's and Divisions, as well as the other law enforcement communities Personnel Administration serve. Having a sworn officer presence assists in bridging the gap between the sworn and professional staff. Provides security for major events, large sworn Promotional exams, emergencies etc.

Benefits of function performed by Sworn Personnel (optional):

- The Captain is the commanding officer of this Bureau. He leads the management team at this Unit and is responsible for the functions and operations of the Bureau. He sets the operational philosophies of the Unit to ensure that the needs and goals of the community, the Department and their staffs are met to the highest degree possible. In addition, he enforces policies and regulations of the Department and the Division, conducts special investigations, supervises subordinate personnel, documents the performance of subordinate personnel, maintains discipline, makes reports and recommendations, acts as the liaison with executives, other stations and bureaus and the public. He determines and submits his Units' proposed budget for the succeeding fiscal year ensures compliance with established laws and operational standards and corrects deficiencies in a timely manner. He interviews all sworn candidates to ensure they meet the standards and core values of the Department. He provides guidance, mentoring, and counseling to subordinates whose performance demonstrates a need for intervention. He ensures that the Core Values, Mission and Strategic Goals of the Department are being upheld. He represents the



department will all facets of the recruitment and hiring process. He is in constant communication with all department executives and assists with their projects goals and vision concerning the Departments human resources and hiring goals for both sworn and professional positions.

- The Lieutenant manages the operations of the shift, commands a specialized detail or project, and provides staff assistance as needed. She acts as the acting unit commander in the captain's absence supervises and documents performance of subordinate personnel makes procedural decisions in emergency or unusual situations. She conducts administrative investigations, inspects personnel, equipment, and records, and provides guidance, mentoring, and/or counseling to subordinates as needed. She oversees the unit's risk management / liability issues, vehicle fleet, overtime, fiscal budget and S & S funds. She ensures training is being done on a yearly basis for all personnel and that all sworn and civilian personnel are treated with dignity and respect on a daily basis. She keeps all managers and supervisors aware of problems, issues and activities concerning their areas of responsibility and ensures proper notifications are being made in a timely manner. She participates in deputy and sergeant break ups verifying those selected for promotional positions, handles timelines for academies, promotions and other specialized and sensitive projects assigned by the executive staff.
- The Operations Sergeant and Risk Management Sergeant assigned to the Bureau are the most visible and critical element of sworn supervision within the Bureau. Both are first-line supervisors with primary responsibility for ensuring compliance with the professional and ethical standards of the Department by all subordinate Deputy Sheriffs and civilian employees. The sergeants know the duties and responsibilities of a first-line supervisor with regards to the Peace Officer's Bill of Rights, Civil Service Rules, applicable MOU'S, FLSA, the disciplinary and employee grievance processes and administrative investigation procedures. The Sergeants are positive role models and provide leadership in solving problems and maintaining the peace.
- The Operations Sergeant handles all personnel issues within the bureau, and handles a variety of projects that are often times last minute and of a confidential matter. He performs specialized duties such as legal research, manual or unit order writing, WCSCR reports, civil claims and lawsuit inquiries and numerous other types of written and telephonic correspondence. He inspects and mentors off the Street New Hires and briefs assigned personnel and conducts in-service training. He handles minor disciplinary and unit level investigations. He handles personnel issues, evaluating and documenting the job performance of assigned personnel, and provides guidance, mentoring, and/or counseling to subordinates whose performance demonstrates a need for intervention. He prepares reports such as IOD packets non-criminal & criminal reports, lost property, gathers evidence and prepares detailed reports documenting the results of his actions. He interviews witnesses and complainants, acts as the unit's vehicle fleet supervisor, directs vehicle maintenance needs and functionally supervises the two service assistants and sworn personnel.



- The Risk Management Sergeant prepares a risk management plan, to minimize risk to the Department and personnel by monitoring, reviewing, documenting, disciplining and rewarding employees' performance. He also has the collateral duty of the special projects sergeant supervising the three special projects deputies and their assigned assignments and projects. He is also the wellness program supervisor and supervises the two personnel staff members that hold this collateral assignment.
- The three special projects deputies handle a wide variety of law enforcement functions dealing with law enforcement time sensitive and confidential special projects, working in an administrative and support function, handling websites and technology updates involving various computer programs and databases and is the main work force from the sworn category. They communicate with other law enforcement agencies. They create, monitor, and compile data for department wide surveys request and create various databases for specialized projects from various units and executives. They provide support for the Unit's wellness programs in keeping a safe, secure and clean work place.

General Function / Position Responsibilities – Custody Division:

- **Manage:** Oversee and manage the daily operations of Personnel and Budget staff for the Custody Services Division- Administration Unit
- **Administrative:** Provide support to the Administrative Commander and handle administrative packages, traffic collision reports, evaluations, civil claims, and any criminal reports, or memos needed for the unit staff.
- **Budget:** Oversight to ensure all expenses and budgeted items are properly documented, entered, coded, and accounted for. Collaborate with the department fiscal units to track all funding for specialized funds, such as AB109 and STC funds, and make certain they are properly accounted for. Provide information to each unit and Executive Staff on current funds, balances, concerns, and provide solutions.
- **Personnel:** Work with staff to confirm that all items are properly accounted for, allocated, and funded. Resolve questions regarding staffing placement including large moves such as closures, and academy classes, and smaller moves such as loans or patrol failures.
- **Item control:** Assist staff and units with issues such as funding, hiring, backfill of vacant items. Ensure that specialized items are being properly utilized for specialized funding such as AB109 and Inmate Welfare Funded Items. Liaison and provide assistance with units regarding issues specific to their units.
- **Represent:** Assist and liaison with Executive Staff regarding personnel and budget issues, and attend staff meeting and union meetings as requested.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required?
 Yes No. If yes, please list.



- The Lieutenant assists the Personnel and Budget Commander with daily business and other administrative duties that do not fall under the duties of the assigned civilian staff, such as investigations, complaints, and access to confidential law enforcement systems.
- Guidelines, e-mails, and procedures can be issued by the Lieutenant on behalf of the Executive Staff. These issues are sent to the Captains and Unit Commanders of each Unit. The Lieutenant is often one to respond to and issues these directives and is appropriate as the orders are often given to those of a higher rank.
- The Lieutenant is able to assist civilian staff with specific questions on orders such as weapons or other items they may not be familiar with. This leads to more expedient and error-free purchase orders.
- Assist staff with the placement of specific individuals. Individuals in the divisions may be moved for administrative or discipline issues. This allows for details to remain confidential with a Lieutenant who may advise staff without revealing the nature of an investigation.



PROPERTY AND EVIDENCE

Function Description: Central Property and Evidence (CPE) Unit serves as the Sheriff's Department central repository for all seized evidence, as well as personal and found property entering into possession of the Department. The Unit ensures chain of custody as it maintains control over 780,000 items of property and evidence; assists other Sheriff's Department Units in the collection of seized evidence as needed, 24 hours a day, countywide; disposal of property and evidence while adhering to legal and regulatory statues, including but not limited to the destruction of controlled substances, hazardous chemicals, ammunition, fireworks, explosives, flammables, and biohazards; conducts annual Sheriff's Department Station inspections related to the booking, storage, and handling of evidence and property; and provides training for Sheriff's Department personnel in the proper handling of property and evidence. The CPE Unit also serves as the primary site for the Sheriff's Department Central Property and Evidence Reserve Company, #244.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administration & Training			3	4	7

General Function / Position Responsibilities:

- Maintain security and control over 55,000 square foot facility, which contains active criminal and non-criminal evidence, vault depository, and personal and found property in the possession of the Sheriff's Department, including but not limited to narcotics, weapons, ammunition, currency, and items of significant value.
- Enforce the law, issue citations, or make arrests as needed.
- Advise Sheriff's Department executives and operational staff, outside law enforcement agencies, and county departments on a variety of matters related to the management of criminal and non-criminal evidence, and personal and found property.
- Establish general orders and procedural guidelines while adhering to legal and law enforcement regulatory statues.
- Provide law enforcement analysis on a variety of matters relating to the management of evidence, personal property and found property.
- Provide training to Reserve Sheriff's Deputies assigned to the Central Property and Evidence Reserve Company.

Are law enforcement powers required? X Yes No. If yes, please list.

- Law enforcement personnel assigned to CPE routinely initiate non-criminal reports related to items found during the disposal process, e.g., currency.



- Law enforcement personnel assigned to CPE enforce the law, and issue citations, or make arrests when necessary, for witnessed violations of court orders when evidence is subject to viewing, photographing, printing, or examination at the CPE facility.
- Law enforcement personnel assigned to CPE are routinely utilized during the transportation of narcotics to various locations, i.e., the Sheriff's laboratory, the CPE warehouse from field locations, recycling centers for destruction.
- Law enforcement personnel assigned to CPE are routinely utilized during the transportation of large sums of money, i.e., from Sheriff's Stations to CPE facility, from CPE facility to the bank.
- Law enforcement personnel assigned to CPE are routinely utilized during the transportation of large volumes of weapons or ammunition, i.e., from Sheriff's Stations to CPE facility, from field locations to CPE, from CPE to centers for destruction.
- Law enforcement personnel assigned to CPE ensure the safety of civilian workers assigned to CPE, and the safety and integrity of the Evidence and property in the event of an emergency, as first responders.
- Uniformed law enforcement personnel assigned to CPE act as a deterrent of potential crime by others in and around the offices, warehouse, and public viewing areas.

Are the skills, training, experience, or credibility of a Sworn Officer required?

Yes **No**. If yes, please list.

- Practical field patrol experience is utilized when sworn personnel at CPE interact as liaisons between the CPE Unit and Sheriff's Station personnel regarding the handling of evidence in the field.
- Due to the significance of loss associated with personal property or criminal evidence, sworn personnel assigned to CPE routinely utilize their investigative experience and training to locate or investigate the loss of evidence or property.
- CPE sworn personnel and supervisors utilize their experience, skills, and training to determine deployment strategy and staffing when responding to field locations for the recovery of evidence seized via search warrants, including but not limited to narcotics, weapons, ammunition, and currency.
- Sworn supervisors assigned to CPE routinely utilize their skills, training, experience, and credibility to effectively communicate with sworn supervisors at Sheriff's Stations, outside law enforcement agencies, and court personnel, i.e., prosecution/defense attorneys, judges, law clerks.
- Sworn Peace Officers and supervisors assigned to CPE routinely utilize their skills, training, and experience to interrupt the numerous legal and regulatory statutes governing evidence and property, i.e., Business and Professions Code, Civil Code, Code of Civil Procedure, Code of Regulations, Evidence Code, Family Code, Government Code, Health and Safety Code, Penal Code, Rules of Court, United States Code, Vehicle Code, Welfare and Institutions Code.
- CPE sworn deputies and supervisors act as mandated Reserve Coordinators, and Assistant Reserve Coordinators in mentoring, training, and overseeing the



actions of several Reserve Deputies assigned to the Central Property and Evidence Unit Reserve Company, #244.

Benefits of function performed by Sworn Personnel (optional):

- Sworn supervisors assigned to CPE have a complete understanding of the collaboration between sworn and non-sworn personnel employed by the Sheriff's Department at the Unit; this understanding helps create a harmonious atmosphere with all personnel assigned to the Unit.



RECRUITING

Function Description: The Recruitment Unit is responsible for assisting and encouraging people interested in the field of law enforcement to apply for the Sheriff's Department. Recruitment personnel assist in the application/testing process of the applicants, until the applicant moves to the background portion of the process. Recruitment is also responsible for the administration of the Verified Physical Agility Test (VPAT) portion of the background process.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administration & Training			2	1	3

General Function / Position Responsibilities:

- Recruiting Unit for the Sheriff's Department.
- Attends career and job fairs countywide to encourage interested individuals to apply for the Department.
- Holds presentations at schools (high school and college level) regarding the benefits of employment with the LA County Sheriff's Department.
- Assists the Sworn Examination's Unit with DST/CA/SO & SA off-site testing.
- Conducts structured oral interviews for the applicants in the hiring process.
- Conducts the Verified Physical Agility Test for applicants in the background process for hire.
- Researches events to attend in order to maximize recruiting efforts.
- Conducts Information seminars to encourage all people interested in law enforcement to apply for the Sheriff's Department.
- Conveys the needs, opportunities, and benefits of the Sheriff's Department to the Community at large with special emphasis on those who qualify for the position of Deputy Sheriff.
- Conducts seminars to benefit the applicant success rate.
- Answers written and telephonic inquiries pertaining to employment with the Department.
- Prepares and maintains current display material and literature consistent with the Unit's need for presentations.
- Participates in Recruitment Unit research and task force projects.
- Disseminates recruitment literature to all Sheriff's Stations and Units.
- Prepares monthly Recruitment Unit activity reports.
- Prepares media releases and announcements relative to recruitment activities.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.



- As sworn officers, our experience and training provide credibility in answering all the questions from prospective applicants.
- During seminars, fairs and presentations personnel are often asked for insight on
 - Salaries
 - Requirements
 - Hiring process
 - Benefits
 - Academy training
 - Custody assignments
 - Patrol assignments
 - Specialized assignments
 - Personal experiences

Benefits of function performed by Sworn Personnel (optional):

- The credibility of having been through the experience which awaits future applicants.
- The personal experience of each recruiter gives the recruiter the ability to connect with the individual he is communicating with, whether the encounter takes place at a seminar, job fair, class presentation or testing site.
- The recruiter has credible job experience, education and an assignment history which enhances their ability to engage and successfully recruit top tier candidates.



RISK MANAGEMENT

Function Description: The Risk Management Bureau (RMB) was created to provide a Department-wide coordinated effort in reducing the frequency of preventable accidents, minimizing the loss of Department resources and controlling liability costs. In addition, divisions and units are required to develop their own plans and programs to address auto liability, general liability, law enforcement liability and employee safety and workers' compensation issues.

Unit level risk managers in custody facilities and patrol stations review high liability activities at the unit level such as use of force, traffic collisions, misconduct complaints, and civil claims for patterns and for opportunities to improve Department operations.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administration & Training	1	4	5	18	28
Central Patrol			1		1
Custody		3	4	13	20
East Patrol			1		1
South Patrol			1		1

General Function / Position Responsibilities – Risk Management Bureau:

- Department Performance Mentoring Program
- Corrective Action (In response to lawsuits against the Department)
- Education Based Discipline Tracking
- Mandatory Driver's Training Tracking/Scheduling
- Special Projects
- Management of the Field Operations Support Services (FOSS) unit
- Management of the Manuals and Orders Unit
- Management of Performance Mentoring Program
- Management of the Corrective Action Unit
- Management of the Risk Analysis unit
- Liaison to the Los Angeles County Chief Executive Office (CEO) – Risk Management Inspector General Branch
- Liaison to the Los Angeles County Claims Board
- Liaison to the Los Angeles County Board of Supervisors' Justice Deputies
- Interact with the California Joint Powers Insurance Authority (JPJA)
- Interact with the County of Los Angeles Contract Cities Liability Trust Fund Oversight Committee
- Attend and manage the Commander Panel for Field Operation Directives
- Analyze proposed legislation and its impact on the Department, as well as case law decisions that affect the Department and its personnel.
- Propose legislation.
- Review new technology and products affecting patrol.



- Create, organize, and/or train personnel on new procedures and equipment for implementation in patrol.
- Manage projects for patrol function Divisions, Detective Division, and Administrative and Training Division.
- Author and maintain the Station Desk Manual.
- Conduct station/unit training program inspections.
- Answer questions from Department members of all ranks regarding policies and procedures.
- Serve as the Domestic Violence Liaison for the Department.
- Civil Litigation investigators investigate Civil Claims against the Department and facilitate payments for those instances in which we caused property damage or loss.
- Investigate Lawsuits against the Department and liaison directly with the attorneys hired to defend the Department providing them with detailed information to defend the Department and keep costs associated with lawsuits at a minimum.
- Traffic Services Detail investigators investigate auto liability claims and lawsuits against the department and provide technical expertise to attorneys hired to defend the Department.
- Work with personnel being sued and assist them through the legal process.
- Through the above processes, improve training or policy to prevent further liability.
- Staff the on-call team for shootings, high value property loss, inmate deaths, etc.
- Staff the on-call team for department involved traffic collisions, pursuits, and fatal traffic collisions.

General Function / Position Responsibilities – Unit Level:

- Collect, review, analyze, and provide reports to Executive Staff on a variety of risk management issues such as attempt suicides, assaults on staff, force incidents, and inmate deaths.
- Manage and research legal information, and ensure appropriate and timely responses to court documents. Includes fulfilling any court requests and conducting any pertinent follow up.
- Conduct audits on data entered into Departmental systems and look for information that is missing, entered incorrectly, or needs update, and ensure the data is corrected.
- Conduct thorough investigations on inmate escapes, inmate deaths, and inmate disturbances. This includes collection of documents, reports, and any risk management issues that are not covered in the scope of any other report or investigation.
- Review and process civil claims and lawsuits, evaluate practices and policies in these events.
- Review administrative packets for liability exposure, policy compliance, officer safety and completeness.



- Monitor health of injured employees, and ensure they are receiving necessary care. Engage employees in the "Interactive Process," to identify accommodations that will allow injured employees to return to work.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- A working knowledge of patrol is absolutely necessary in order to understand how the Department and law enforcement works.
- Field Operations Support Service (FOSS) sworn personnel require the skills, training, and experience of previously working as a sworn officer in a custody and patrol setting. These skills, training, and experience allow FOSS' sworn personnel to use this knowledge and perspective of patrol issues, arrests, laws, communicating with the public, et cetera to review and analyze policy and procedures. FOSS' sworn personnel use their skills, training, and experience when they write policy and/or information for Department personnel taking into consideration officer safety and Department liability. With the knowledge of actually working in a field position, the products created by FOSS sworn personnel are understood by those sworn personnel the product is designed to reach.
- Civil Litigation Investigators must work closely with attorneys, executives, unit commanders, operations staff, and personnel when dealing with claims and lawsuits against the Department. The investigators must be up to date on law enforcement methods and tactics training to assist attorneys in explaining procedures to judges and juries in Federal and State Courts. The investigators need to know who can be utilized to represent the Department as experts in areas such as use of force, and police tactics.

Benefits of function performed by Sworn Personnel (optional):

- Better acceptance from outside entities when discussing law enforcement actions, or giving opinions related to policy or tactics (training/experience).
- Sworn personnel's knowledge and perspective is vital in creating policy and procedures for personnel working in a patrol function as it gives the policy and/or procedures authenticity and realism.
- Sworn personnel have the ability to attend specialized law enforcement training, which may be prohibited to civilians that enhance the expertise and knowledge base for the position.
- Case investigation and follow-up skills.
- Design and present training curricula for public section organizations and law enforcement organizations from across the nation and around the world.



SCHEDULING

Function Description: Responsible for the management and oversight of the Unit's scheduling and deployment of line personnel. Works closely with the training office, service area sergeants and lieutenants to ensure proper service levels are met in each city, unincorporated patrol area, jail, and countywide support unit.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Central Patrol			3	3	6
Countywide Services			2	2	4
Custody			6	14	20
Detective			1		1
East Patrol			6	3	9
Homeland Security			2		2
North Patrol			5	1	6
South Patrol			6	1	7

General Function / Position Responsibilities:

- Scheduling all in-service personnel.
- Conduct orientation for new employees.
- Manage input into the Scheduling and Management System (SMS), including overtime and CARP tracking.
- Manage vacancies and absent requests, approve/deny time off.
- Mitigate overtime by adjusting employee schedules.
- Monitor patrol minutes and make necessary adjustments to meet contract city and unincorporated compliance minutes.
- Ensure CARPing is effectively used to cover unfilled positions.
- Encourage the use of trades for requested days off where overtime would normally be needed to fill the position.
- Monitor planned and pre-scheduled vacations to minimize the use of overtime.
- Quickly and effectively address last minute schedule changes or issues that arise.
- Work closely with outside stations, both in and out of the division, to coordinate staffing for station events and staff meetings, to minimize the use of overtime.
- Manage and track personnel on FMLA leave, loaned in or out, IOD, and light duty as it relates to scheduling, generate management reports.
- Coordinate and schedule all sworn and civilian patrol ride-alongs.
- Responsible for staffing the Emergency Operations Center and scheduling 12 and 12 shifts during times of emergency deployment and major events.
- Assist Operations with scheduling administrative issues
- Work closely with (and in some cases, perform a collateral duty as) Training staff to arrange schedules to accommodate training.



Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required?
 Yes No. If yes, please list.

- Sworn scheduling staff have both practical and technical expertise in the following areas related to scheduling:
 - Deployment.
 - Officer safety.
 - Duties of deputies (capabilities/limitations) out on patrol (calls for service & self-initiated activity).
- Scheduling staff have a working knowledge regarding Field Training Officer (FTO)/trainee assignments in order to properly place trainees with a deputy best suited to monitor the trainee in the event of an FTO absence.
- Scheduling staff often evaluate the skill level, abilities, experience, and compatibility of a deputy for a particular contract city, reporting district or patrol area. A sworn staff member would be best suited to make the evaluations of a deputy's performance and to make determinations for scheduling changes, while carefully balancing the interests of the Department, the unit and the individual.

Benefits of function performed by Sworn Personnel (optional):

- Practical experience is beneficial when discussing scheduling options with contract city representatives.
- Aero Bureau supervisory personnel have both practical and technical expertise in a variety of aerial law enforcement issues:
 - Aircraft deployment
 - Officer safety as it relates to giving directions to ground units from aerial positions of advantage
 - The duties of deputy personnel (Pilots and Tactical Flight Deputies)
 - Reporting procedures
 - Mutual aid and inter-agency cooperation
 - Technical equipment associated with departmental aircraft
 - Crime suppression as it relates to patrol and surveillance aircraft, as well as rescue missions (Air 5)



WORKERS COMPENSATION (Return to Work)

Function Description: The Return to Work Unit (RTW) acts as the liaison to all Department members to facilitate the treatment needed to return the employee to work following an injury or illness. The RTW staff responds to all cases where personnel are seriously injured (i.e. shootings, traffic collisions, etc.) and are available to respond to all questions relating to claims processing and employee benefits for Department employees and their families. The Return to Work Unit staff also monitors Department employees who are absent from work due to a work-related injury or illness and assist with workers compensation process.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administrative & Training		1	3		4
Court Services			1		1

General Function / Position Responsibilities:

- Upon notification of a serious off-duty injury or illness, a member of the Return to Work Unit responds to the scene of the employee incident and offers assistance to the employee and family.
- Coordinates any change in duties, re-assignment within the unit or division, or inter-division transfer once an employee has been placed in an assignment as a result of a request for reasonable accommodation.
- Coordinates and assists with all funeral arrangements with the deceased employee's unit.
- Assists in processing claims with Social Security, Veteran's Administration, County insurance and private insurance companies.
- Coordinates survivor benefits with all County departments and other organizations.
- The Return to Work Unit, in cooperation with the deceased member's unit of assignment, collects any County-issued property and the employee's personal effects and examines the contents before release to the family, coordinates transportation for relatives arriving at airports or other places within the County when other suitable transportation is not available.
- Provides liaison between the Department, the medical provider, Occupational Health Service (OHS), and the employee. This includes obtaining appointment times, assign appointment times to Department members, and keep records and establish such procedures as will ensure successful Department participation in this program.
- The Return to Work Unit is notified of all serious industrial injuries or illnesses to a Department member. The Return to Work Unit representative for the employee's will coordinate the employee's claim for Workers' compensation benefits, Long term disability benefits, Peace Officer's Relief Fund, Sheriff's Relief benefits, Retirement benefits, and any other insurance benefits accrued.



- Offers direct assistance to the unit in assessing the employee's needs and the appropriate response by the unit for the employee.
- Develops a return-to-work strategy with the unit for the employee.
- Provides periodic training to all department members regarding workers' compensation laws, Family Medical Leave Act (FMLA) and handling sick and or injured employees.
- Updates all pertinent manuals and publications.

Are law enforcement powers required? __Yes __X_No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? __X_Yes __No. If yes, please list.

- The RTW Unit deals with injury cases involving every type of position available throughout the Department. The majority of these cases involve sworn members of the Department, often requiring the experience, training, and credibility of a Sworn Officer to evaluate the circumstances. Professional staff members have limited knowledge of many aspects of law enforcement and the injuries that could occur.
- The Sworn Supervisory staff in the RTW Unit are utilized to meet with injured personnel, both sworn and professional staff. When meeting with Sworn members of the Department who are injured, the most invaluable tool is the credibility of the Lieutenant and Sergeants in order to relate to the employee.
- As a paramilitary organization, injured employees are sometimes ordered to comply with specific policies regarding workers' compensation; requiring a Sworn Supervisor to issue and document the order.
- The ability to recognize workers' compensation fraud is an essential function.
- Sworn RTW Supervision is an essential component to the Department's Fitness for Duty (FFD) evaluation process. The skills, training, and experience of a Sworn Officer are critical in order to recognize safety concerns of Department personnel who are potential FFD candidates or who are currently being evaluated. In many cases after a FFD, Sworn personnel are released from County service as sworn peace officers due to their mental instability. Due to the mental state of personnel subject to being released after a FFD evaluation, it is imperative Sworn Supervision is present during the process.
- The RTW Unit works in conjunction with the Internal Affairs Bureau and the Internal Criminal Investigations Bureau regarding sensitive matters involving both Sworn and Non-Sworn Department members.
- Sworn Supervisors understand the needs of sworn personnel who are requesting weapons and other pertinent equipment.

Benefits of function performed by Sworn Personnel (optional):

- Lieutenant (1) - Oversees the RTW unit and supervises three Sergeants and 17 professional staff members. As the manager of the Department's RTW program, the Lieutenant ensures the individual units throughout the Department are in compliance with the laws and guidelines governing RTW thus minimizing civil



liability and potential legal exposure. The Lieutenant is often utilized to attend RTW related meetings throughout the Department where employees at the rank of Lieutenant or Sergeant are the subject of the meeting. In addition, the Lieutenant represents the Department at numerous county wide meetings.

- Sergeant (2) - Team Sergeant oversees five Senior Employee Service Representatives (SESR). Ensuring each SESR is in compliance with laws and guidelines governing RTW. The Sergeant attends numerous meetings where employees at the rank of Deputy Sheriff are involved.
- Sergeant (1) - Handles special projects associated with the RTW Unit. Attends meetings and acts as a liaison with other departments throughout Southern California, ensuring the Department is continually abreast on new case law and procedures governing worker's compensation and RTW.
- Both the Lieutenant and Sergeants liaison with other law enforcement agencies county and statewide depending on the circumstance or situation they are dealing with. They also handle the costs and of workers' compensation benefits and costs to the Department's overall budget.
- The RTW Unit handles vast amounts of cases involving sworn personnel. The experience and training of Sworn Supervision allows the SESR to handle their cases more effectively and expeditiously, by recognizing individual situations and circumstances leading up to an injury. These cases can also serve as an evaluation process toward how the Department can learn from past practices and attempt to prevent work related injuries in the future.



Detailed Function Descriptions - Support Functions



CALL TAKING AND DISPATCH (Watch Deputies)

Function Description:

The desk is the pivotal point for public safety operations in a patrol station. It is the communications and information center for which all operational activities are facilitated or coordinated. Desk personnel (including the watch deputy) receive and evaluate the public's requests for service and have available to them the vast resources of the Department, other public agencies, and many private entities with which to fulfill the law enforcement missions of the Department.

The Watch Deputy supervises desk operations at a station and oversees daily unit and facility functions to ensure the safety of the public and personnel in the unit and out in the field. The Watch Deputy interacts with the public and responds to emergencies, problems, and complaints, and provides armed security for the public and non-sworn employees while they are in the station.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Central Patrol				22	22
East Patrol				23	23
North Patrol				24	24
South Patrol				30	30
Total				99	99

General Function/Position Responsibilities:

- Primary liaison for the watch sergeant and watch commander
- Handles or assists with counter traffic
- Handles vehicle releases paperwork/fees
- Supervise desk personnel operations and oversee the response activities of field personnel
- Oversee the assignment of calls for service by monitoring the radio, checking on the status (i.e., completed or waiting to be assigned) of incidents using a computer-aided dispatch terminal, and referring to desk manuals for assistance to ensure a timely response to all calls and emergencies in order to provide satisfactory service to the public.
- Monitor desk personnel by listening to radio traffic or calls for service to ensure desk personnel acknowledge and efficiently handle emergent and routine situations, resulting in timely responses to calls for service.
- Train desk personnel by instructing on equipment, policies, and procedures using one on one training sessions, training tests, and station desk manuals to teach personnel correct responses to both emergent and non-emergent calls.
- Verify the proper clearance of calls for service made by field unit personnel by checking the deputy's log recorded on the computer-aided dispatch terminal to



maintain correct documentation of responses to calls for service, resulting in accurate statistical records for each field unit member and the station.

- Contact neighboring law enforcement agencies via radio, telephone, or Mobile Dispatch
Terminal to notify parties of criminal activity in local areas in order to coordinate effective responses and obtain needed resources for field personnel.
- Ensure desk equipment is in proper working order through maintenance, training, and inspection.
- Ensure communication between field personnel and desk personnel during emergency situations or system problems by implementing back-up communication tactics.
- Switch the radio system from downtown to the local repeater system when the Sheriff's Communication Center goes off-line by manually flipping to the fallback system to provide continuous radio contact with field units, maintaining efficient communication in the event of a system problem.
- Establish a quick dial/direct line from one telephone to a pre-set location by identifying a number to use and activating a Sheriff's Emergency Telephone System line on that telephone to establish telephone contact between two locations when the main telephone line goes down, maintaining adequate communications in emergency situations.
- Provide armed peace officer presence for the station lobby due to the occurrence of crimes and disputes occurring at sheriff station lobbies, i.e. family disputes, restraining orders, etc.
- Coordinates major incidents, including logs, mutual aid requests, and reserve forces.
- Responsible for collection and tracking of miscellaneous fees/deposits that come to the station's counter.
- Train newly assigned desk personnel (sworn and non-sworn).

Are law enforcement powers required? Yes No. If yes, please list.

- Watch Deputies are the first line of facility security. They provide armed security for citizens who come to the station for service and also provide security for assigned station personnel by ensuring no unauthorized person(s) access the station. In addition, the station is a jail facility. Security of prisoners is a paramount responsibility and begins with the Watch Deputy.
- Power to arrest/carry weapon. The watch deputy is the only person carrying a weapon at the front of the station and within the dispatch area.
- Make an arrest if needed at the front counter or station lobby. Crime victims and/or suspects often come to the station, requiring an immediate arrest.
- "Keeps the peace" in volatile child custody disputes in lobby (often a location mandated by court order to exchange minor children between parents)

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.



- Needs to have comprehensive knowledge of both penal/vehicle codes to properly assess and assign call for service
- Knowledge of geographic service area in order to ensure the unit is working inside its assigned area, and to know which resources and/or agencies are appropriate to notify (e.g., fire department, city officials, towing companies).
- Knowledge of field procedures (i.e., patrol procedures) such as report writing, officer safety, service-oriented policing, laws, and resources, in order to supervise and support desk and field personnel.
- Knowledge of emergency response procedures, including where emergency supplies are located in the station, how to set up the Station's Emergency Operations Center, how to set up back-up procedures, and points of contact in other departments.
- Knowledge of specific Los Angeles County Sheriff's Department and city resources available for emergencies or daily service needs of the Unit, including city water and power utilities and Department Bureaus (e.g., fugitive, homicide).
- Notify the Watch Sergeant and the Watch Commander of any priority or emergency situations (e.g., Code 3 responses, pursuits, shots fired, critically missing persons, and violent crimes in progress) through verbal communication to update command levels on activities and circumstances, ensuring proper handling of emergent situations.
- The primary task is to oversee and ensure a concerted team effort among desk, jail, and field personnel to achieve maximum effectiveness in the use of station personnel. In order to be effective in this position, the Watch Deputy must be completely familiar with all duties and procedures of the Field Personnel, Complaint Personnel, Dispatcher, and Jailer positions.

Benefits of function performed by Sworn Personnel (optional):

- Experienced sworn personnel will have specific knowledge on station operations and functionality.
- A patrol experienced Watch Deputy provides a more qualified liaison between the station and community in which it serves.
- Knowledge of the Watch Sergeant's responsibilities in order to assist the Sergeant in directing interior and field personnel.
- Assist the Watch Sergeant by scheduling personnel in vacant duties, reviewing reports, conducting briefings, and maintaining station equipment to ensure a shift is properly staffed and equipped, resulting in efficient shift operations.
- The Watch Deputy accounts for and secures money collected for various government fees at the station counter.



COMMUNICATION SYSTEMS

SUB-CATEGORIES:

- I) Communications Solutions
- II) Radio Room
- III) Training
- IV) Mobile Solutions
- V) Interoperability/LA-RICS

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Technical Services		6	11	10	27

SUB-CATEGORY I: COMMUNICATIONS SOLUTIONS

Function Description: Communications Solutions is responsible for acquisition and management of the Sheriff's Department's mobile and portable radio equipment, development, design and installation of fixed radio equipment, maintenance of portable and mobile radio equipment and related systems, and management of the Department's cellular and satellite based equipment. This unit supervises the purchase of \$1.5 million dollars of radio equipment annually and maintains an inventory record of all radio equipment used by the Department. It is responsible for identifying what equipment is purchased based on Department needs and current available models. It develops the frequency matrix used in this equipment and determines deployment locations. The radio services section of this unit deploys a team of technicians who install and repair mobile radio equipment throughout the County. It provides training in the use of mobile and portable radio equipment and provides expert testimony in cases involving radio communications issues. Communications Solutions is also responsible for purchasing all Department cellular telephone and data equipment and maintaining the inventory of this equipment. It supervises the payment of over \$3.4 million dollars in cellular costs per year and is responsible for auditing its use. Communications Solutions is also tasked with producing cellular telephone records required for internal and external investigative cases.

General Function / Position Responsibilities:

- Evaluate and test available radio equipment from various vendors.
- Procure portable and mobile radio equipment and determine deployment based on Department needs. Administer an annual procurement and maintenance budget of \$1.5 million dollars.
- Design and install mobile radio equipment and assist in the design of Station desk operations radio equipment and general desk/dispatching area layout.
- Management of all Department mobile and portable radio communications equipment and maintain current inventory.
- Is responsible for processing all new equipment purchases including inventory, programming and deployment.



- Works with engineering on the development of new radio systems for both fixed and mobile locations.
- Works with Facilities Planning on the design of new Sheriff's facilities to ensure radio and cellular communications systems are included and deployed in the proper manner.
- Assists in testing new systems once they are installed and provides user training.
- Assists units in the procurement of all new cellular communications equipment and replacements and maintains an inventory of all equipment.
- Provides a "help desk" for trouble shooting problems with cellular and radio equipment.
- Audits and processes payment for all communications systems related costs including cellular telephone and data and satellite phone systems. Current budget is \$3,458,000.00 but increases yearly as new technology is implemented.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- Radio equipment is constantly evolving and must be evaluated for its impact on sworn field personnel. New equipment must be tested to determine if it is suitable for our use.
- Deployment of equipment must be based on Department needs. This is determined by field experience and knowing how certain units use available equipment.
- Training of new equipment must be developed based on how this Department uses such equipment. Custody, Court and Field Operations all use communications equipment in different ways and sworn staff have the experience in each area to design training that is specific for each assignment.
- Sworn personnel provide the credibility to other sworn staff that equipment recommendations are based on actual experience and not opinion.
- In designing new systems, actual experience in using these systems in the field is critical to the proper evaluation of need and deployment.
- Sworn field experience is beneficial and often critical to determine the nature of problems reported by field units.
- Auditing usage of cellular telephone and data equipment by sworn members of the department requires sworn oversight as usage patterns by certain units may not appear normal compared to standard business usage.

Benefits of function performed by Sworn Personnel (optional):

- Reduced cost to the Department through proper management of assets. As experts in the use of communications equipment in the field, sworn staff are better equipped to make purchasing and deployment decisions based on current need. Often requests are made based on a desire to have the latest equipment



even if current equipment is sufficient. Law enforcement field experience and historical knowledge are critical in making correct decisions.

- Purchasing and deployment is more efficient as real world knowledge leads to quicker determination of needs and trends.
- Credibility during training of other sworn personnel is increased when classes are taught by peers. Students know the instructor has used the equipment in field situations and procedures being taught are applicable to real world situations.
- Investigation of possible misuse or usage anomalies often requires knowledge of how communications equipment is used by sworn staff. Only personnel who have used similar equipment in a similar manner can make proper determinations.
- This unit is responsible for storage of millions of dollars of communications equipment on site. Sworn staff provide an armed on site security presence.

SUB-CATEGORY II: RADIO ROOM

Function Description: The Radio Room is responsible for dispatching emergency and non-emergency calls for service, operating and/or monitoring various systems, radio channels and general communication, as well as responsible for conducting periodic communications compliance testing and inspections.

General Function / Position Responsibilities:

- Provide supervisory control for police emergencies
- Solely responsible for the security and safety of on-duty personnel
- Answer law-enforcement related inquiries from other agencies and the public
- AMBER Alert Coordinator for Los Angeles County

Are law enforcement powers required? __Yes XNo. If yes, please list.

- Law enforcement experience required to appropriately handle police issues.
- Watch commander (rank of sergeant/lieutenant) to coordinate pursuits, per policy.

Benefits of function performed by Sworn Personnel (optional):

- Security for a critical facility.
- As subject matter experts, sworn personnel are better equipped to make decisions during emergencies, and assessing risk management issues.
- Improved efficiencies due to the business education of sworn personnel to perform this function. The education is passed to other sworn personnel, and carried on to other functions in the Department.
- Civilian personnel are not trained and lack expertise, experience and peace officer powers for handling critical incidents and providing protection for the facility.



SUB-CATEGORY III: TRAINING

Function Description: The Training Team at Communications and Fleet Management is responsible for the development, delivery, and management of communications technology device training for both sworn and non-sworn members of the Sheriff's Department and contract city personnel using Sheriff's Department communications equipment. These systems include computer aided dispatch (CAD), Mobile Data Terminal (MDT), Mobile Digital Computer (MDC), station-level CAD and Console Switch Interface (CSI) training for complaint, Dispatcher and Watch Deputies. The Training Team also conducts MDT/MDC training for all Patrol School deputies. It should be noted that the unique structure of the Department's dispatch system (centralized dispatch via SCC and decentralized dispatch via individual stations for emergency redundancy) requires a unique skill set for patrol users that is different from those of SCC Public Response Dispatchers. Training Team personnel constantly rely on their field patrol experience as they teach other field users.

The Training Team is also responsible for conducting annual inspections of station desk operations, providing expertise, input, and review for communications related policy and Field Operations Directives, and provides consultation to various units regarding station desk operations for optimized work flow. Based on their patrol user experience and links to field units, the Training Team is also routinely asked to evaluate new communications and technology related equipment for field and/or station desk use.

As this unit supervises the execution of communications training, the team also constantly evaluates the cost effectiveness of training development and delivery. Depending on staffing, anywhere between 20 and 90 students per week are trained by the team. Since the Training Team instructors are professionally qualified, students also count towards the Department's portion of revenue reimbursed/shared with East Los Angeles College

The LASD CFMB Training Team is also a national leader in designing and delivering hybrid eLearning to personnel and provides subject matter experts to other county and departmental units for the development of future eLearning using the Mobile Digital Computer (MDC).

General Function / Position Responsibilities:

- Provides training for all Department members (sworn and non-sworn) as well as contract city personnel in Computer Aided Dispatching (CAD), Mobile Digital Terminal (MDT), Mobile Digital Computer (MDC), and station desk operations .
- Conducts annual station desk operation inspections where staffing levels, calls for service, critical facilities, equipment, and numerous other items are inspected. Station desk personnel are also asked to demonstrate competencies and perform specific functions for rating by the auditors.



- Partners with manufacturers to research and develop new communications and technology products specifically designed to enhance officer safety, provide better law enforcement service and reduce Department cost.
- Acts as liaison between government agencies, the public, and Department units in order to enhance public safety and service by improving communications and technology related efficiencies.
- Provides subject matter expert testimony involving equipment malfunctions, traffic collisions, field and station operation of MDT, MDC, CAD and other related communications technology, damage to Department owned equipment, and allegations of Department liability involving communications equipment and technology.
- Manages a 4,000 plus student per year training program that generates revenue for the Department.

**Are law enforcement powers required? Yes X No. If yes, please list.
*see facility response force note below**

**Are the skills, training, experience, or credibility of a Sworn Officer required?
 X Yes No. If yes, please list.**

- The Department spends millions of dollars on vehicles, technology, and communications equipment in order to operate efficiently and safely in the public safety arena.
- Proper use of communications and dispatch equipment by field personnel is critical for officer safety and proper documentation and billing of police services. Errors can result in death, injury, as well as delayed response times, poor service delivery, and improper statistics for management and executive decisions.
- The expertise and input of sworn personnel who have worked in a patrol environment is critical to the development and evaluation of these technologies. Experienced sworn personnel with field experience provide the manufacturers with specific knowledge of field duties the manufacturers could not obtain in any other way. This symbiotic relationship results in lower cost for the manufacturer and the consumers of police equipment, increasingly better equipment, increased public safety, and increased officer safety.
- The expertise and input of sworn personnel who have worked in a patrol environment is essential to the development of curriculum, instructional design, and teaching of these technologies.
- Proper and cost effective training requires the expertise in cross disciplines (e.g. general law enforcement, tactics, computer and technology competencies, as well as professional instructor development, teaching, and instructional design) for the active transfer of learning to students-*just because one may be a subject matter expert does not mean one is also a good instructor.*
- Since curriculum is certified through East Los Angeles College and pending approval by the California Commission on Peace Officer Standards and Training (POST), instructors need to be "POST certified."



- Field law enforcement experience is necessary in order to appropriately prioritize multiple issues from multiple sources. Department units, government entities (i.e. AQMD, DMV, CARB, NTSB, LA County Board of Supervisors etc.), the public, unions, contract cities, vendors, and the end users of communications equipment all compete for resources and hierarchy. Sworn personnel are better trained and equipped through field experiences to confidently understand, address and prioritize the needs of these stakeholders.
- Historical field knowledge of communications equipment failures and successes remains critical in preventing costly repetitive failures and ensuring continued efficiencies to provide cost savings and better public safety services.
- Law enforcement experience is unique, and cannot be duplicated. Business principles and administrative procedures are developed by sworn personnel over time to create well rounded perspectives that enhance training delivery and management. Specific metrics have been and continued to be developed to track and maintain instructional effectiveness in order to ensure proper performance that drives organizational goals.
- Unique LASD field experience is gained by daily use of communications technology in a field environment. This distinctive and irreplaceable experience is required so instructors can possess an informed knowledge base to teach classes to field users. For example, one must complete training and function as a station level Watch Deputy in order to have the knowledge base required to teach and intelligently address questions from students in the Watch Deputy class. The same concept applies for the MDT, MDC, and other classes.
- Sworn Training Team personnel work with and instruct Division and Unit Commanders as well as subordinate station level training and scheduling staff to manage training of field operations personnel.
- Credibility among field users is paramount. Many times, students arrive with misconceptions about the use of equipment as well as field user policy questions. While numerous scenarios are addressed in the curriculum, field users often ask and or supply "unscripted" or unanticipated scenarios. Only instructors who have used the technology on a daily basis in a field environment have the knowledge base to address those "unscripted" moments.
- Proper use of mobile communications technology is usually the most common challenge for end users due to the myriad of competing demands in a tense, uncertain, and rapidly evolving field environment, so the relationship between the Training Team and the end user is critical to the successful implementation of the Board of Supervisors' strategic goals and accomplishment of the Department's mission. Ideal communication between the end user and the Training Team is enhanced when similar law enforcement experiences and knowledge are shared, to create a collaborative training solution.
- With the exception of the SCC Watch Commander, the Training Team is the only other sworn and armed personnel assigned to the SCC. The building is a piece of critical infrastructure and is a sensitive communications facility. As such, the Training Team members are the only trained and equipped "response" force (fire,



disaster, security, etc.) for the facility. The teams' actions during recent fires on the facility hillside clearly demonstrated this need.

Benefits of function performed by Sworn Personnel (optional):

- Reduced cost to LASD through proper management of training assets. As subject matter experts, sworn personnel are better equipped to create training and revise “on the fly” as needed. Due to extensive experience and historical knowledge of daily field operations, they are also uniquely suited to address issues of “need vs. want” in training products (all sworn Training Team members have worked both custody and patrol assignments as well as passed coveted testing procedures for the position). The sworn training position has also undergone a recent revision noting the unique requirements of this CFMB Training post.
- Improved business efficiencies due to subject matter expertise. The Training Team is a county leader in the use of the Learning Management System (LMS). This team has “led the charge” to ensure that every field unit of assignment has received training in the system for consolidation of registration and tracking of training records. The Team has also been able to ensure that over half of field users have also experienced training and testing via the LMS on a Mobile Digital Computer on exactly the same computer they will have in the radio car. This directly impacts the organization’s goal of delivering appropriate training to deputies “in the field” via the Mobile Digital Computer thus reducing training costs dramatically while increasing access and accountability. The team was also recognized by the County Department of Human Resources (DHR- the countywide administrator for the LMS) as the first unit in the county to deploy an automated testing and evaluation system for the MDC class. Using their unique field experience, combined with knowledge in instructional design and eLearning authoring technologies, the Training Team created an automated process consisting of a large question pool where students received a random 20 questions based on learning outcomes where the answers were also “shuffled” thus ensuring a unique quiz for each student. The process also contained an automated survey. Completion of these two items by students led to unprecedented metrics for monitoring instructional effectiveness and efficiency.
- Sworn personnel also complete POST approved instructor development at Levels One and Two, attend the statewide instructor symposium with other sworn members, and complete other instructor development activities to maintain and increase teaching proficiency.
- Major communications and technology manufacturers place high value on the experienced-based knowledge and opinions of sworn personnel during testing, performance evaluation, research and development of new vehicles.
- Improved efficiencies due to the business and training education of sworn personnel to perform this function. The education and training is passed to other sworn personnel, and carried on to other functions in the Department.



SUB-CATEGORY IV: MOBILE SOLUTIONS

Function Description:

The Mobile Solutions Unit (MSU) field tests and deploys Mobile Data Computer (MDC) hardware and software to ensure the platform and applications provide an overall efficient workflow for Patrol personnel, balanced against mandated security requirements. MSU personnel work to ensure MDC hardware and software function as intended, document and coordinate dialogue between end users, Data Systems Bureau support members, and vendors. The MSU builds on input from end users working in a patrol environment in order to provide a well-rounded MDC platform. Working with the CFMB IT Group, DSB, MDC Systems Training, and Fleet Management, the MSU works with integrators to outfit and update 2,600 mission-critical patrol vehicles with the latest technology. Additionally, the Department intends to equip boats, command posts, mountain cars, and motorcycle units with MDCs. The new MDC platform brings a much-needed upgrade to our outdated MDT platform which has been in service since 1989. The MDC platform includes touch screen Computer Aided Dispatch interface, interactive mapping, navigation, event geo tagging, patrol resource web portal, handheld Automated Fingerprint Identification System (AFIS), report forms, e-mail, as well as additional intranet and web resources. In past years, these resources were available on a limited basis to our patrol personnel. Recent changes to mobile computing security requirements have also been implemented on the MDC platform. The MSU works to identify and implement new MDC-related technology for Field Operations personnel. The team functions as a liaison with the Sheriff's Data Network (SDN) Data Security Team, SDN Database Administrators, SDN Network Group, 24/7 Help Desk, MDCS Training, and Fleet Management to establish and maintain the MDT-to-MDC conversion workflow, as well as future MDC technologies.

General Function / Position Responsibilities:

- Identify mission-critical software application tools for patrol
- Ensure technical approach for software implementation and updates is balanced against the tactical day-to-day workflow of the typical patrol deputy and meets policy requirements
- Field test mission-critical MDC baseline software applications in live patrol environment
- Development, test, and validate proposed software applications against existing MDC baseline applications and mandated (federal, state, county, Department) security requirements
- Document and report field test reports to internal Department DSB support staff to ensure applications work as expected
- Document and report project progress and goals to system integrator vendors developing mission-critical patrol-focused software applications
- Prepare laptops for MDC baseline, configure MDC with desired LASD-specific settings, quality control inspection of MDC in patrol car, pre-screen MDC-ready vehicle, asset track MDCs, recycle processing of MDCs requiring new baseline
- Prioritize testing of newly-proposed MDC applications



- Author configuration scripts to streamline MDC configuration
- Administer and monitor MDC-related servers for wireless encryption tunnel, hard drive and removable media encryption, mapper reports, map viewer, and Faronics Deep Freeze and Antivirus solution
- Develop future technology migration options for interoperability to private and public LTE networks, wearable cameras, Field-based reporting, and e-ticketing

Are law enforcement powers required? Yes X No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? X Yes No. If yes, please list.

- Field testing requires a trained, sworn peace officer with the experience and skillset to ensure proposed MDC software applications meet or exceed the field deputy's day-to-day workflow to maximize safety and efficiency
 - Absent input from sworn personnel, the ultimate end user, the technical approach may deviate from a safe and efficient workflow for field personnel
- Field testing of mission-critical applications in a live patrol environment requires the end user to be a sworn member, proficiently trained to know the tactical day-to-day needs of the patrol deputy
- Sworn personnel field testing mission-critical applications in a live patrol environment must also possess the technical skillset to identify software performance problems, articulate observed problems in a meaningful manner, and document observations internally and externally
- Field testing requires a trained, sworn peace officer with the experience and skillset to ensure proposed MDC software applications meet or exceed the field deputy's day-to-day workflow to maximize safety and efficiency
 - Absent input from sworn personnel, the ultimate end user, the technical approach may deviate from a safe and efficient workflow for field personnel

Benefits of function performed by Sworn Personnel (optional):

- Use of Sworn Personnel ensures the ultimate end user of the MDC platform, namely sworn personnel, have direct influence over the final product they will be using
- Insight from sworn personnel promotes tactical soundness and efficiency with the technical approach

SUB-CATEGORY V: INTEROPERABILITY/LA-RICS

Function Description: The Los Angeles Regional Interoperability Communications System (LA-RICS) Unit is responsible for the implementation of the Sheriff's Department's next generation of land mobile radio and Long Term Evolution (LTE) broadband communications projects. LA-RICS team members work on the \$156 million Broadband Technology Opportunities Program called LA-SafetyNet. They also



participate in the Communications Resource Emergency Workaround (CREW) program and the Mobile Communications Unit (MCU) response team. When built, LA-RICS will be one of the largest and most advanced public safety communications systems in the nation. LA-RICS is a joint task force operating with members from the Los Angeles Police Department, The Los Angeles City Fire Department, Los Angeles County Fire Department and nearly every other city in the County of Los Angeles. LA-RICS is managed by a Joint Powers Authority (JPA) which provides funding and oversight for the staff members and the project. Sheriff Baca is a JPA board member and regularly attends meetings.

General Function / Position Responsibilities:

- As subject matter experts, assist with the development and release of the Land Mobile Radio system request for proposal.
- As subject matter experts, assist with the development and release of the LA-SafetyNet LTE request for proposal.
- Provide frequent law enforcement escorts and security for visits to 250 plus radio sites throughout the County of Los Angeles.
- Work closely with the selected vendor(s) to construct the LA-RICS and LA-SafetyNet systems throughout the County of Los Angeles.
- Develop training programs for Department personnel related to implementation and use of the LA-RICS and LA-SafetyNet systems.
- Membership on the Early Builder Advisory Council (EBAC) which is part of the FirstNet nationwide broadband technology program.
- Work with the Federal Communications Commission and the Association of Public-Safety Communications Officials (APCO) to manage radio frequencies for use in LA-RICS.
- Assist the LA-RICS director with office support such as ordering, receiving, tagging, tracking, and deploying office supplies and equipment.
- Manage office security, access and key control for all members of the LA-RICS offices.
- Assist with the maintenance of the LA-RICS computer system.
- Work closely with Televate, DeltaWrx, Jacobs Engineering and other consultants to plan for and implement LA-RICS and LA-SafetyNet.
- Conduct testing and evaluation of the new radio systems when built.
- Act as liaison between government agencies, the public, and LA-RICS to obtain permission and approval to develop radio sites throughout the County of Los Angeles.
- Manage and maintain LA-RICS vehicles.

Are law enforcement powers required? Yes No. If yes, please list.

- Provide personnel in the form of sworn "all hazards" trained Communication Unit Leaders (COML) to an incident command (IC) team and or incident commander managing a natural disaster, civil disturbance and law enforcement situations requiring the use of emergency communication resources.



- Mandatory Code 3 responses of Mobile Communications Units (MCU) by “on-call” personnel to locations of natural disaster, civil disturbance and law enforcement situations requiring the use of emergency communication resources such as search and rescue, officer involved shooting and task force operations.
- Provide site security and enforce laws pertaining to the deployment of tactical communications resources during law enforcement response to the locations of natural disaster, civil disturbance and law enforcement situations requiring the use of emergency communication resources. Some of the CFMB vehicles and assets used to support these missions are valued in excess of half a million dollars and are considered potential targets for terrorism.
- Provide emergency response to scenes of natural disasters requiring deployment of tactical communications resources. These responses can be in conjunction with EOB, SRT or by request of any LASD unit or outside law enforcement agency. These deployments are not limited to major fires, mountain rescues, flooding and earthquakes.
- Provide emergency response to scenes of civil disturbances requiring tactical communications resources. These responses can be in conjunction with EOB, SRT or by request of any LASD unit or outside law enforcement agency. These deployments are not limited to Los Angeles County or the State of California.
- Provide armed, secure escorts for LA-RICS communications engineers that travel to remote mountaintop sites. These sites are only accessible to “authorized” government personnel and their agents.

Are the skills, training, experience, or credibility of a Sworn Officer required?

X Yes No. If yes, please list.

- Communication systems vendors require intelligent input as to how a system needs to perform for the end user. LA-RICS staff provides invaluable detailed operational knowledge to vendors to help them build the most efficient and useful radio system possible. This symbiotic relationship ultimately results in lower costs and increased officer safety for the Sheriff's Department.
- Request for proposals development requires expertise in disciplines such as actual field use of equipment, on person and vehicle space allocation, portable radio ergonomics, interaction with dispatchers, etc.)
- Knowledge of systems and equipment failures as well as successes remains critical in preventing costly failures and ensures efficiency to provide cost savings and better public safety services.
- Law enforcement experience is unique, and cannot be duplicated. Business principles and administrative procedures are developed by sworn personnel over time to create well rounded perspectives that enhance emergency communications management.
- Sworn emergency communications management personnel work with unit commanders to manage communication systems and equipment allocation, specialized communications equipment, equipment rotation, fixed asset purchases and budget agendas. Communications systems and equipment are



some of the most expensive fixed assets a unit commander manages, so the relationship between Communications and Fleet Management Bureau and the end user is critical to the successful implementation of the LA-RICS Joint Powers Authority board members' strategic goals.

- On-call mobile communications assets are available to LASD units and all public safety organizations in the county 24 hours a day, 7 days a week. Ideal communication between the end user and communication management personnel is enhanced when law enforcement experience and knowledge are shared, creating trust and confidence in the deployment and utilization of resources.

Benefits of functions performed by Sworn Personnel:

- Ability to respond, deploy, integrate and operate with other public safety organizations at the location of a natural disaster, civil disturbance or other law enforcement activity to provide secure tactical and emergency communications.
- Reduced cost to LASD through proper management of communications assets. As subject matter experts, sworn personnel are better equipped to make purchasing and deployment decisions dealing with the issues of "need vs. want" due to law enforcement experience and historical knowledge.
- Improved business efficiencies due to subject matter expertise. Major communications manufacturers place high value on the experienced-based knowledge and opinions of sworn personnel during testing, performance evaluation, research and development of new communications systems.
- Improved efficiencies due to the business education of sworn personnel to perform this function. The education is passed to other sworn personnel at the executive, supervision and line levels, and carried on to other functions in the Department.



COMMUNITY RELATIONS

Function Description:

Community Relations staff organizes, mobilizes, and facilitates communication with the public and motivates community members to participate in unique problem solving partnerships. Staff attends meetings to advise and train citizens and businesses on neighborhood safety, personal safety, home security, crime awareness, crime prevention techniques, and crime prevention through environmental design. Staff also coordinates and attends community events both at the station and throughout the station area, and facilitates the Department's Explorer and Volunteer programs.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Central Patrol			4	5	9
Countywide Services				3	3
East Patrol			2	3	5
Homeland Security			1	1	2
North Patrol			3	4	7
South Patrol		1	1	1	3

General Function / Position Responsibilities:

- Conducts neighborhood watch, home, business, and personal safety lectures.
- Acts as a liaison to civic groups, local businesses, and community members.
- Leads and participates in general law enforcement duties at community events.
- Coordinates and trains CERT members within the community.
- Coordinates and trains station volunteers to augment station functions.
- Reserve Deputy Program Coordinator and Reserve Training Officer
- Coordinate/attend community meetings, VOP/CLEPPS/RFB and other various meetings
- Neighborhood Watch programs.
- Explorer Post Coordinator and Supervisor
- Youth Activity League Director
- Volunteer Coordinator, including supervision and recruitment of station volunteers
- Station Youth Programs Coordinator: PRIDE, VIDA, gang diversion, youth intervention
- Station Emergency Preparedness Coordinator, Station sub-EOC point of contact
- Public Information Officer
- NIXLE/Press Release broadcasts
- Station bank accounts, assist with budgeting and fundraising
- Clergy Council point of contact
- Military Liaison Officer (MLO)
- HAM Radio Operator Coordinator



- Monitor FAIR Program
- Citizen Academy and VOP Academy and Training Coordinator
- National Night Out Coordinator
- Special Projects/Events: Open House, Haunted Jail, Christmas Party, Retirements, Station Morale Building Events (baseball games, bbq's), Blood Drives
- School Safety Coordinator
- Coordinate Community Appearance Requests: Red Ribbon Week, school assemblies/Career Days, rape prevention, domestic violence, child safety
- Coordinate Station Tours
- Maintain accurate participation records, complete applicable paperwork, reports and memos
- Building trust and positive relationships between law enforcement and the various communities in Los Angeles County and the surrounding areas.
- Educating law enforcement officers on religion vs. culture/ dispelling common myths held which results in better understanding of any investigation within the community.
- Developing young leaders who will eventually become the community leaders and our main liaison within the communities we serve.
- Coordinating best practices for dialogue and relationship building among various law enforcement agencies.
- Preventing violent radicalization and extremism within the community.
- Assessing the extent of radicalization in custody facilities.

Are law enforcement powers required? __Yes _X_No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? _X_Yes __No. If yes, please list.

- Sworn training and experience provides credibility in providing information on crime prevention.
- Sworn training and experience improves training for station volunteers and CERT members.
- This position is often called upon for participation in career days at elementary, middle and high schools and colleges. Audiences want to be able to interact with a sworn member who is actually doing the job and glean a better understanding of what the job entails, the hiring process, and the varied career options within the Department.
- Training and experience is crucial in the areas of: Reserve FTO, Youth Intervention Programs, Neighborhood Watch Programs, Emergency Preparedness, Crime Prevention issues, YAL, Explorer Programs
- The credibility of having a sworn officer provide crime prevention tips is necessary. This credibility is especially needed with regard to the Gang Diversion Team program.



Benefits of function performed by Sworn Personnel (optional):

- Credibility
- Real-world law enforcement training and experience
- Leadership abilities
- Has the ability to take law enforcement action at any attended public event.
- Reserve FTO – Needs to be a sworn member of the department
- PRIDE Youth Intervention Program – Able to share with the kids our many years of experience. Provide the necessary tours and provide security while on the tours.
- Explorer Coordinator – This position requires a sworn member as the coordinator per RFB. This is because we transport them to different events, and since they are in uniform we are there to protect them. They also benefit from our years of experience and we are able to guide them in the right direction for a career in Law Enforcement.
- Emergency Preparedness – Needs the experience and expertise of a sworn member. We are able to respond to any situation within our area and perform the necessary function, whether law enforcement or not. This includes running the mobile EOC, Command Posts, and containments.
- YAL – This location is a safe haven for the kids within our communities. This position requires a sworn member per the “Sheriff’s Youth Foundation” and they must be in uniform.
- Volunteer on Patrol Academy – This academy is run by sworn members of the Department from numerous stations. The expertise and experience they all bring helps the volunteers to learn how to do their job.
- Facilitate Sheriff Baca’s commitment of Public Trust Policing.
- Familiar with current Department Policy and Procedures for resolving community issues.
- Ability to sign citations and permits (sworn capability only).
- Community trust is enhanced by engaging the communities we serve.
- LASD staff and members are better informed and educated on the community’s values and traditions.
- Conforming to the White House’s Community Engagement Strategy and the Department of Homeland Security’s standards of Countering/Preventing Violent Extremism training.



CONTRACT LAW ENFORCEMENT

Function Description: Contract Law Enforcement Bureau is responsible for the management and oversight of the Sheriff's Department's Contract Law Enforcement Program. These combined contracts account for almost \$550 million in revenue. Working closely with the various station commanders and city representatives, the Bureau monitors all law enforcement services contracts to ensure proper service levels are met, and provides staff support to contract clients and Department Executives in areas relating to those contract services. For those entities which elect to contract, the Bureau coordinates the merger of existing law enforcement agencies and the transition of policing services to the Sheriff's Department.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administration and Training	1	3	8		11

General Sworn Function / Position Responsibilities:

- **Review and audit** law enforcement services provided by units in patrol, custody, courts, detectives, homeland security, & technical services.
- **Advise** Sheriff's Department executives and operations staff, contract city staff and elected officials, school district & college staff, transit authority staff, and county departments on a variety of matters related to contracting for law enforcement services.
- Provide cost, staffing, equipment, support, and law enforcement **analysis** (critical thinking) on a variety of new and proposed law enforcement services or changes in the provision of current law enforcement services.
- Provide **training** to station, bureau, and division staff on managing law enforcement service contracts.
- Conduct **presentations** to Sheriff's Department executives and operations staff, contract city staff and elected officials, school district & college staff, transit authority staff, and county departments on a variety of matters related to contracting for law enforcement services.
- **Monitor** billing for law enforcement services.

Are law enforcement powers required? Yes X No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer Required? X Yes No. If yes, please list.

- Contract Law Enforcement Bureau sworn staff manage law enforcement staffing levels at stations and helps unit commanders and operational staff develop effective staffing at stations to ensure their law enforcement mission is met. The development, application, and management of sworn personnel at a station requires specialized expertise retained by our staff, who have all worked and supervised in patrol assignments.



- Contract Law Enforcement Bureau personnel must train and work closely with the sworn unit commanders and sworn operations staffs. When dealing with difficult law enforcement service issues, having sworn personnel represent Contract Law Enforcement Bureau gives Contract Law Enforcement Bureau staff important credibility issue with the sworn leadership at the stations. Unfortunately, it has been our experience that sworn station leadership has been reluctant to accept as credible the work of professional staff members of our Department.
- During meetings with City Managers and other managers from contracting entities, Contract Law Enforcement Bureau personnel are often asked for insight on:
 - Staffing levels.
 - Deployment issues.
 - Specialized law enforcement services.
 - Tactical Operations.
 - Mutual Aid.

A sworn officer is required to answer questions related to these issues as they are directly relevant to law enforcement services. Our experience and training as a sworn officer provides credibility to recommendations with contract entity representatives because we have a core knowledge base of the service the customer is requesting.

- Contract Law Enforcement Bureau personnel are tasked with offering new law enforcement services (such as a new canine unit or helicopter patrols) directly to city personnel. Sworn officers are required for both their credibility and specific knowledge of the complexity of law enforcement services.
- Feasibility studies (the merger of law enforcement services between a municipal police department and the Sheriff's Department) require the development and creation of a Sheriff Station or substation. This includes the development of requirements for administrative personnel, management, sworn staffing, equipment, deployment levels, facilities, and costs. In short, feasibility studies require the expertise of a sworn peace officer in order to create an appropriately staffed sheriff station.
- Contract Law Enforcement Bureau staff have both practical and technical expertise in a variety of law enforcement issues:
 - Mobile Digital Computers.
 - Law enforcement statistical analysis systems.
 - Deployment.
 - Officer safety.
 - Duties of deputies (capabilities/limitations) out on patrol (calls for service & self-initiated activity).
 - Reporting procedures.
 - Specialized teams.
 - Crime suppression and prevention programs.
 - Mutual aid and inter-agency cooperation.



- Communications equipment.
- Legislative requirements and constraints.
- Patrol experience is needed for Contract Law Enforcement Bureau staff to interpret Deputy Daily Worksheets (deputy activity logs) and understand the modern equipment necessary to perform patrol duties
- Patrol training needed to understand the necessary functions of a station (duties of trainees, training officers, civilian staff, sergeants, jail, and operations) to conduct staffing studies for potential contract cities
- Practical field experience is necessary when interacting with both sheriff's station and contract city representatives. City and station staff rely upon Contract Law Enforcement Bureau's knowledge and understanding of field operations (i.e. working general patrol, supervising response personnel, knowing the challenges each station has when fielding units, and the identification of relative law enforcement issues) to provide analysis of ongoing and proposed law enforcement services.
- As sworn officers, we have thorough knowledge of the equipment and procedures used in the field. This knowledge allows us to provide appropriate advice and recommendations for an objective review of service levels, equipment purchases, and other requests for law enforcement services both appropriate and legal.

Benefits of function performed by Sworn Personnel (optional):

- Specialized skills of both a sworn peace officer and expert administrator are necessary within this unit. Sworn staff is selected for assignment at Contract Law Enforcement Bureau base on having mastered patrol operations and other front line law enforcement services as a supervisor.
- Sworn personnel are knowledgeable in both deployment and staffing levels at patrol stations. They are also aware of the responsibilities and differences between various law enforcement services.
- Contract Law Enforcement Bureau personnel are sworn supervisors and have the ability to effectively communicate with sworn supervisors and managers at our stations.
- We are a Liaison between Department Executives, Station Commanders and Contract Clients. We understand the customer and service provider side of an issue which creates an effective partnership and collaboration.



FACILITIES PLANNING AND MAINTENANCE

Function Description: Facilities Planning Bureau (FPB) plans, design, and construction oversight of all capital projects, facility renovations, and other non-maintenance construction projects for the Sheriff's Department, as well as manage all Sheriff's Department property leases.

Facilities Services Bureau (FSB) is responsible for the maintenance of all Sheriff's Department facilities, the production and management of energy, the monitoring of environmental regulations to ensure compliance, and the construction and renovation of existing facilities.

Custody Division - The Logistics Office is responsible for the maintenance and improvement of the Jail facilities. This responsibility includes cleaning, landscaping, painting, inmate laundry, maintaining the logistics warehouse and disbursing supplies to staff and inmates. In addition, the Logistics Office collects and manages requisitions and schedules repairs to the plumbing, mechanical and structure of the facility. This office works closely with the Operations Offices, the Inmate Welfare Fund, Custody Division Headquarters, Department Facilities Management as well as outside contractors in keeping with department objectives and Title 15 of the California Code.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administration & Training		1	1		2
Custody			1	8	9

General Function / Position Responsibilities - FPB/FSB:

- Develop strategies, training, and procedures for the functions of both Planning and Services Bureaus personnel in performing their duties in a law enforcement environment
- Act as a liaison for both Bureaus to solve infrastructural, operational, or procedural issues related to repairs or renovations of existing facilities
- Ensure proper tracking and handling of grievances, investigations, complaints, Policy of Equality reportings, workers compensation claims, civil claims, and traffic accidents for both Bureaus.
- Report progress on projects and major repairs to executives

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- To provide meaningful input to develop space programs for the use of facilities, operational knowledge of the positions and functions at Sheriff's facilities is



required. Law enforcement experience and training is relevant to how these facilities are utilized, and the recommendations to other county agencies and the personnel at the Bureaus ensures that the facility's proposed operation will be consistent with Sheriff's Department policies, procedures and mode of operation.

- As no other sworn personnel are assigned to either Facilities Planning (30 personnel) or Facilities Services (450 personnel), our law enforcement training and experience is required to conduct internal administrative investigations, advise and review traffic collision incident reports, provide guidance and procedural advise to the Bureau's Directors on personnel issues (grievances, relieved of duty status, imposition of discipline, and Educational Based Discipline recommendations), and public complaints.
- Act as law enforcement liaison of the user groups within the Department for the requesting services, or navigating other county agencies as for either Bureau.

Benefits of function performed by Sworn Personnel (optional):

- Ensure that compliance with Department training, policies and procedures.
- Ensure operational needs of the Department are met in the planning of new facilities
- Ensure that personnel understand the importance of and perform their work within a security environment
- Ensure that other sworn members are able to fully justify their requests to that the project meets the need.

General Function / Position Responsibilities – Custody Division:

- **Provide logistical support.** Support the daily function and maintenance of the facility with products and services required by the staff and inmates alike in order to meet requirements of health and safety, OSHA, Title 15, and department objectives.
- **Perform maintenance tasks:** Perform non-skilled maintenance tasks (cleaning, painting, grounds keeping) using inmate work crews in secure and non-secure facility areas.
- **Provide costs and estimates to facility executives:** Provide cost information to facility operations regarding existing and future proposed projects for maintenance, major repairs, and modification to the facility to meet objectives.
- **Manage logistics budget:** Maintain materiel acquisitions and repairs within an allowed budget.
- **Liaison with Departmental and outside agencies:** Logistics coordinates with Department Facilities Management to include the various tradesmen working on specific repairs within the facility. They also act as liaison with outside contractors and the Inmate Welfare Fund for repairs and improvements to the facility.

Are Law Enforcement Powers required? X Yes, No.



- Due to the fact Logistics personnel supervise inmate work crews outside of secured areas of the facility requires Law Enforcement Powers, and the ability to carry firearms to maintain the security and safety of the work crew inmates and public alike.

Are the skills, training, experience, or credibility of a Sworn Officer required? X
Yes, __ No.

- Logistics coordinates and manages repairs and improvements within a large custody facility. They must use their training and experience to guide tradesmen and contractors in their repairs so as to prevent the acquisition of articles that may be used in their constructed form or modified into weaponry. They must also identify modifications or improvements that may facilitate an inmate escape.

Benefits of function performed by sworn personnel:

- **The Logistics Sergeant** oversees the logistics staff employees. The sergeant provides active supervision and yearly evaluations of these personnel in addition to supervision of the deputies assigned to the Prisoner Personnel Office (selects and assigns inmate work crews). The Sergeant liaisons with other supervisors and department executives on a continual basis regarding usual maintenance and supply issues as well as large projects.
- **The Logistics Deputies (includes B1 Deputies)** oversee the different shifts directly and provide assistance to the sergeant, deputies and civilian logistics staff members. They provide direct supervision to inmate work crews performing unskilled tasks inside security, and outside security in office spaces and areas outside the jail in proximity to the public.



FLEET MANAGEMENT

Function Description: Fleet Management is responsible for the management of the Sheriff's Department's vehicle and marine fleet. This unit is also responsible for preparing specifications and issuing bids for the purchase of new vehicles, as well as evaluating the cost effectiveness of repair and replacement of the Department's fleet. Fleet Management personnel install communication equipment and ensure that maintenance and repairs are made for all vehicles/vessels and equipment. This unit is responsible for maintaining the Department's state of readiness for countywide disasters while balancing that need with the proper fiscal responsibility of the current budget. LASD Fleet Management is the national leader in police vehicle testing and provides subject matter experts to vehicle manufacturers for the development of future police vehicles and law enforcement components.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Technical Services		1	2	3	6

General Function / Position Responsibilities:

- Sworn personnel have a permanent membership on all Police Advisory Boards for the major US vehicle manufacturers.
- Conducts annual testing of vehicles submitted by manufacturers (Ford, GM, BMW etc.) of pursuit rated vehicles for use by law enforcement agencies nationwide.
- Partners with manufacturers to research and develop new products specifically designed to enhance officer safety, provide better law enforcement service and reduce Department cost.
- Act as liaison between government agencies, the public, and Department units in order to enhance public safety and service by improving fleet related efficiencies.
- Provide subject matter expert testimony involving equipment malfunctions, traffic collisions, damage to Department owned equipment, and allegations of Department liability involving emergency equipment.
- Management of a 20 million dollar per year vehicle maintenance contract, 15 million dollars in fuel distribution, annual replacement of 10 million dollars in equipment, and the deployment of 200 million in fleet assets.

Are law enforcement powers required? Yes X No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? X Yes No. If yes, please list.

- Vehicle manufacturers collectively spend billions of dollars to develop pursuit rated vehicles and equipment in order to compete in the law enforcement product market. Manufacturers demand sworn personnel input in the development of their police fleet related products in order to stay current with the latest needs



and trends of the law enforcement community. Experienced sworn personnel provide the manufacturers with specific knowledge of field duties that manufacturers could not obtain in any other way. This symbiotic relationship results in lower cost for the manufacturer and for the consumers of police equipment, increasingly better equipment, increased public safety, and increased officer safety.

- Feasibility studies require the expertise in cross disciplines (e.g. vehicle allocation and equipment purchase, cost modeling, experienced use of equipment in the field, space allocation etc.) for the creation of new units, contracted fleet services from the Department, reduction of operating costs and the absorption of outside agencies.
- Law enforcement experience is needed in order to appropriately prioritize multiple demands from multiple sources. Department units, government entities (i.e. AQMD, DMV, CARB, NTSB, LA County Board of Supervisors etc.), the public, unions, contract cities, vendors, and the end users of fleet equipment all compete for fleet resources and service.
- Historical field knowledge of fleet equipment failures and successes remains critical in preventing costly repetitive failures and ensuring continued efficiencies to provide cost savings and better public safety services.
- Law enforcement experience is unique, and cannot be duplicated. Business principles and administrative procedures are developed by sworn personnel over time to create well rounded perspectives that enhance fleet management.
- Sworn fleet management personnel work with unit commanders to manage vehicle allocation, specialized equipment, vehicle rotation, fixed asset purchases and budget agendas. Vehicles are usually the most expensive fixed asset a unit commander manages, so the relationship between fleet management and the end user is critical to the successful implementation of the Board of Supervisors' strategic goals and accomplish the Department's mission. Ideal communication between the end user and fleet management personnel is enhanced when similar law enforcement experiences and knowledge are shared, to create collaboration.

Benefits of function performed by Sworn Personnel (optional):

- Reduced cost to LASD through proper management of assets. Due to law enforcement experience and historical knowledge, sworn personnel are better equipped to make purchasing and deployment decisions dealing with the issues of "need vs. want."
- Improved business efficiencies within the Department due to subject matter expertise.
- Improved efficiencies due to the business education of sworn personnel to perform this function. The administrative education to sworn personnel is passed to other sworn personnel, and carried on to end users and other functions in the Department.



- The law enforcement community throughout the nation benefits from the information obtained and disseminated by sworn fleet management personnel through vehicle testing and partnering for product development with emergency equipment manufacturers. The information passed on to the manufacturers enables them to develop better products that are purpose built for law enforcement. The efficiencies and savings to law enforcement are then passed on to the public nationwide.



FORENSICS (SCIENTIFIC SERVICES)

Function Description: Scientific Services Bureau operates one of the largest full-service crime laboratories in the United States. A staff of 300 sworn and non-sworn employees provides multifaceted forensic science support to all Los Angeles County law enforcement agencies, with the exception of the Los Angeles Police Department. Approximately 76,000 cases are submitted annually to the Crime Laboratory; half of these come from Sheriff's agencies and the remainder from local, state and federal agencies. Employees also provide field work support at crime scenes; as well as provide subject matter expertise in courtroom testimony.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Technical Services	1	1	3	31	36

General Function / Position Responsibilities:

- Management and oversight of crime laboratory operations, services and support; maintain efficiency and quality assurance of crime laboratory; implement and enforce policies and regulations compliant with Department standards and crime laboratory accreditation requirements; provide for the safety of employees in the crime laboratory; and maintain security of the facility.
- Supervisory review of technical units: effectively monitor and verify the quality of the work product; maintain accountability of staff performance; provide for the needs of employees such that job functions can be completed to maximum efficiency and safety (including but not limited to well-maintained equipment and instrumentation, required consumables, and personal protective equipment); communicate and ensure employees adhere to Section, Bureau, and Department standards; and oversight of competency of employees through proficiency testing, review of technical reports, and evaluation of courtroom testimony.
- Conduct appropriate analysis of case submissions.
- Author report(s) to accurately reflect findings, interpretations, and conclusions.
- Provide field investigative support in the recognition, collection, preservation, and documentation of evidence at crime scenes.
- Provide subject matter expertise in courtroom.
- Provide support to investigations utilizing trained and experienced Polygraph Examiners in question formulation and conclusions regarding the veracity of responses.
- Firearms/NIBIN Deputies - Examine and compare firearms and components of fired ammunition; reconstruction of shooting scenes, restoration of obliterated serial numbers; upload images of components of fired ammunition for inclusion into the National Integrated Ballistic Information Network (NIBIN).
- Latent Print Deputies - Process of evidence for latent prints at crime scenes; conduct comparison prints from known individuals; enter prints into the



Automated Fingerprint Identification System (AFIS) for local, state, and national searches for latent print matches.

- Polygraph Deputies - Conduct criminal investigations utilizing instrumentation for polygraph examinations in office and out in the field. Conduct pre-employment examinations requisite to the hiring of sworn personnel for the Department.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- Scientific Services Bureau sworn staff in management and supervisory positions bring training, experience and perspective more strongly suited for conducting administrative investigations in areas of discipline and corrective actions, and reviews pertaining to traffic collisions and public complaints; conducting all within the requisite guidelines set forth by the Department, and ensuring compliance with Department procedures and Core Values. The quality and suitability of this job function is truly a reflection of the experience garnered from a myriad of assignments in the Department and with rank. In these matters, sworn staff remain an invaluable asset to Scientific Services Bureau.
- Placement of sworn staff in management and supervisory positions follow only after multiple work assignments within the Department; lending to a more global perspective of Department procedures, guidelines, and Core Values. Well versed with the intricacies of Department policy, structure, and function, sworn staff provide critical insight for decision-making in their respective assignments. This perspective serves the interests of Scientific Services Bureau, which is predominantly staffed by civilians. A civilian counterpart having only the perspective garnered in a particular assignment may have a limited exposure to various Department processes and personnel.
- Sworn staff can respond to emergent situations; handling hostile or catastrophic events with policing skills and training; establishing chain of command; and providing an armed presence. Emergent situations may occur at any of the numerous Scientific Services Bureau facilities, crime scenes, or during investigative interviews.
- Sworn staff assigned to Scientific Services Bureau continue to be truly advantageous in the effective communication with various other sworn entities within the Department; the networking connections garnered from years in the Department and the ranks are often utilized to the mutual interest of all parties represented. It cannot go unsaid that this connection and representation to the Department remains an asset to Scientific Services Bureau.
- Deputy Sheriff Polygraph Examiners are suited to identify issues and problems in criminal cases based on their law enforcement experiences and training. They have working knowledge and formalized training of arrest procedures, case, criminal, and constitutional law, and approach their examinations within the construct of these laws. They are also well versed in criminal investigative



techniques and can exercise police powers if an emergent situation presents itself during polygraph examinations (e.g. physical aggression exhibited and/or a threat perceived).

- Deputy Sheriff Latent Prints Examiner and Firearms Examiner positions are slated to change to Forensic Identification Specialist II and Senior Criminalist, respectively, through attrition.

Benefits of function performed by Sworn Personnel (optional):

- Coveted positions such as Polygraph Examiner are great recruitment tools for sworn staff - experience and time in the Department lending to these coveted opportunities.



INFORMATION & DATA SYSTEMS

SUB-CATEGORIES:

- I) Information Technology/Data Systems
- II) Information Technology/Communications
- III) Data Solutions/LARTCS/ASAP MANAGEMENT

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Technical Services	1	5	8	11	25

SUB-CATEGORY I: INFORMATION TECHNOLOGY/DATA SYSTEMS

Function Description: Plans, develops, implements, coordinates and manages the information systems within the Department and a secured network/link for local, state, and federal agencies within Los Angeles County. This function is also responsible for the operation of the Department's wide area network and information systems. The Sheriff's Data Network is a routed Wide Area Network (WAN) which connects to over 55 Sheriff's Facilities and Emergency Operations Centers. The primary duties of the staff include providing technical expertise in Windows operating systems, database administration, systems, network security, Local and Wide Area Network design, hardware and software support.

General Function / Position Responsibilities:

- Manage and supervise the various law enforcement systems within LASD
- Manage, supervise, coordinate and implement law enforcement applications, database, and provide network security to all LASD
- Manage and maintain numerous regional law enforcement systems, Countywide Warrant System (CWS) and Los Angeles County Regional Identification System (LACRIS), and Justice Data Interface Controller (JDIC) to all law enforcement agencies in the county
- Provide training on the various apps/systems to LASD and the surrounding state of California law enforcement agencies
- Serves as the Department's technical and information technology (IT) subject matter expert
- Reviews Department IT project proposals to ensure optimum effort, adherence to established standards, and compliance to County procurement guidelines
- Facilitates the establishment of information technology project management guidelines, processes, and standards as well as performance measures and project status/reporting tools

Are law enforcement powers required? ___ Yes X No. If yes, please list.

- Not required according to "Peace Officer" powers criterion on the instruction sheet.



Are the skills, training, experience, or credibility of a Sworn Officer required?
X Yes No. If yes, please list.

- Trainers of JDIC, COPLINK, TAGRS, and LIVESCAN fingerprint who are sworn officers provide perceived credibility and enhance practical training when presented to sworn officers from LASD and outside law enforcement agencies
- A sworn officer's training and experience is required for sensitive requests received related to criminal and administrative investigations
- Training and experience required to liaison with sworn members to identify problems and assist with investigative field work
- Sworn experience is critical in the association of law enforcement business requirements to IT project management and technical architectures
- Sworn experience bridges the gap between the organization's primary mission and IT requirements and implementations

Benefits of function performed by Sworn Personnel (optional):

- Training performed is POST certified (Peace Officer Standards & Training)
- Training received by outside law enforcement agencies on JDIC, LiveScan, Los Angeles Region Crime Information System (LARCIS), and COPLINK provides the required certification required by state and federal mandates

SUB-CATEGORY II: INFORMATION TECHNOLOGY/COMMUNICATIONS

Function Description: Plans, develops, implements, coordinates and manages the automated information systems within the Department. This function is also responsible for the operation of the Department's Computer Aided Dispatch (CAD) System that relays 911 calls for service to field units. The Sheriff's Data Network is a routed Wide Area Network (WAN) which connects to over 55 Sheriff's Facilities and Emergency Operations Centers in addition to supporting 2500+ patrol units with Mobile Data Computers (MDC). The primary duties of the staff include providing technical expertise in dispatching, Mobile Data Computer support, desktop support for dispatchers, watch deputies, and call-takers.

General Function / Position Responsibilities:

- Provide supervision of technical staff that support the Computer Aided Dispatch (CAD) System. The system relays 911 calls for service to field units and requires someone with knowledge of field and desk operations to ensure business processes are being met
- Direct staff and communicate with Field Units regarding operating procedures for the CAD system
- Project manager for the CAD replacement project that requires an expert understanding of field operations and business requirements for a solution to replace the legacy CAD system

Are law enforcement powers required? Yes X No. If yes, please list.



Are the skills, training, experience, or credibility of a Sworn Officer required?

Yes **No**. If yes, please list.

- Expert understanding of station desk operations to plan and direct staff in supporting the CAD system and end users both at a station dispatch and field unit level
- Credibility required when communicating with station dispatcher, watch deputy, watch sergeant, watch commander, sworn field units, outside agency sworn staff and sworn operations staff. A thorough understanding of Department business processes is required when communicating with sworn staff to ensure that system changes, enhancements, or maintenance is done with minimal impact and downtime to field operations
- Subject matter expertise in the use of Computer Aided Dispatch and Department operations to successfully replace the current legacy CAD system
- Subject matter expert on CAD system and its use in the patrol car. Provide end user testing, document findings, and provide guidance to staff based on the needs of field personnel

Benefits of function performed by Sworn Personnel (optional):

- Sworn personnel bring expertise and education to technical staff on tactical operations and planning that directly impacts daily support of mission critical systems
- Serves as a liaison between field operations and technical staff to review enhancements or system changes to ensure that requirements meet the needs of field personnel and operational staff

SUB-CATEGORY III: DATA SOLUTIONS/LARTCS/ASAP MANAGEMENT

Function Description: The Los Angeles Regional Tactical Communications System (LARTCS), Data Solutions and Advance Surveillance and Protection Section (ASAP) is responsible for the management of the Sheriff's Department tactical communications vehicle fleet, Crisis Response Emergency Workaround (CREW) unit, and the Console Switch Interface (CSI) project. This section is also responsible for preparing specifications and issuing bids for the purchase of new tactical and emergency communications equipment, as well as evaluating the cost effectiveness of repair and replacement of the Department's tactical and emergency communications assets. LARTCS personnel are responsible for the installation of communications equipment and ensure that maintenance and repairs are made for all tactical and emergency communications vehicles as well as communication and tactical power generation equipment. LASD LARTCS and ASAP section is the national leader in emergency communications and advanced law enforcement electronic devices testing and provides subject matter experts to public safety communication organizations and equipment manufacturers for the development of future public safety communication systems, equipment and advance electronic law enforcement device components.



General Function / Position Responsibilities:

- Permanent membership on all police advisory boards for major US communication and electronic equipment manufacturers who provide communication and advanced law enforcement electronic devices for field use by law enforcement personnel
- Develop, manage and deploy new communications systems and advanced law enforcement electronic devices for field use by law enforcement personnel
- Provides expertise for the development of training programs for CFMB personnel related to tactical and emergency communications
- Provides expertise for the development of training programs for LASD personnel for communication and advanced law enforcement electronic devices (CSI, ALPR, CCTV , gunshot recognition etc)
- Permanent membership on interagency communications boards and committees such as CAL SIEC and LARTCS, who develop and form public safety interoperating agreements, procedures and training
- Develops and conducts exercises and testing of tactical communication response vehicles and communications equipment with LASD units, outside law enforcement agencies and interagency communications boards to train for emergency response to large scale emergencies such earthquake or civil disturbance and multi-agency events such as search and rescue, officer involved shooting and task force operations
- Conduct testing and evaluation of tactical communication response vehicles, advanced law enforcement electronic devices for field use and communications equipment submitted by manufacturers (Gerling, Motorola, Thales, Harris, AT&T and Raytheon etc.) of public safety rated communications equipment for use by law enforcement agencies nationwide
- Partner with communications equipment manufacturers to research and develop new products specifically designed to enhance officer safety, provide better law enforcement service as well as reduce communication and personnel cost
- Act as liaison between government agencies, the public, and Department units in order to enhance public safety and service by improving tactical and emergency communications related efficiencies (systems such as LARTCS, CREW and CSI) and advanced law enforcement electronic devices for field use by law enforcement personnel
- Provide subject matter expertise to recommend, develop, and sponsor legislative initiatives for the development, deployment, use and administration of law enforcement communications systems and advance law enforcement electronic devices for field use
- Provide subject matter expert testimony involving equipment malfunctions, operational communication issues, tactical communications equipment deployment, damage to Department owned equipment, and allegations of Department liability involving communications systems, tactical communications response and deployment as well as advanced law enforcement electronic devices for field use



- Manage and deploy an 8 million dollar tactical communications vehicle fleet, including 5 million dollars in communications and power generation equipment

Are law enforcement powers required? Yes No. If yes, please list.

- Provide expertise in the form of trained communications leaders (ComL) and communication technicians (ComT) to an incident command (IC) team managing a natural disaster, civil disturbance and law enforcement situations requiring the use of emergency communication resources
- Code 3 operations of tactical communications vehicles to locations of natural disaster, civil disturbance and law enforcement situations requiring the use of emergency communication resources such as search and rescue, officer involved shooting and task force operations
- Provide site security and enforce laws pertaining to the deployment of tactical communications resources during law enforcement response to the locations of natural disaster, civil disturbance and law enforcement situations requiring the use of emergency communication resources
- Provide emergency response to scenes of natural disasters requiring deployment of tactical communications resources. These responses can be in conjunction with EOB, SRT or by request of any LASD unit or outside law enforcement agency. These deployments are not limited to major fires, mountain rescues, flooding and earthquakes
- Provide emergency response to scenes of civil disturbances requiring tactical communications resources. These responses can be in conjunction with EOB, SRT or by request of any LASD unit or outside law enforcement agency. These deployments are not limited to Los Angeles County or the State of California
- Provide emergency response to requests by LASD and outside agencies for tactical communications resources to law enforcement situations by request of any LASD unit or outside law enforcement agency. These deployments are not limited to Los Angeles County
- Investigate illegal use of LASD communications frequencies and assets that cause interference with LASD operations and affect officer safety
- Supervise and manage the Technical Reserve Company
- Maintain CFMB armory for facility and asset protection in remote or unsecure locations

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- Communication manufacturers collectively spend billions of dollars to develop public safety grade communications equipment in order to compete in the law enforcement/ vehicle market. Manufacturers demand sworn personnel input in the development of their police fleet related products in order to stay current with the latest needs and trends of the law enforcement community. Experienced sworn personnel provide the manufacturers with specific knowledge of field duties the manufacturers could not obtain in any other way. This symbiotic



relationship results in lower cost for the manufacturer and the consumers of police equipment, increasingly better equipment, increased public safety, and increased officer safety

- Feasibility studies require the expertise in cross disciplines (e.g. vehicle allocation and equipment purchase, cost modeling, experienced use of equipment in the field, space allocation etc.) for the creation of new units, contracted communication services from the Department and the absorption of outside agencies
- Law enforcement experience is needed in order to appropriately prioritize multiple issues from multiple sources. Department units, government entities (i.e. CAL-OES, County of EMS, FCC, EOB, LA County Board of Supervisors etc.), the public, unions, contract cities, vendors, and the end users of fleet and communications equipment all compete for resources and hierarchy
- Historical field knowledge of vehicle and communications equipment failures and success' remains critical in preventing costly repetitive failures and ensuring continued efficiencies to provide cost savings and better public safety services.
- Law enforcement experience is unique, and cannot be duplicated. Business principles and administrative procedures are developed by sworn personnel over time to create well rounded perspectives that enhance tactical and emergency communications management
- Sworn tactical and emergency communications management personnel work with unit commanders to manage communication system and equipment allocation, advance law enforcement electronic devices and specialized communications equipment, equipment rotation, fixed asset purchases and budget agendas. Communications systems and equipment are some of the most expensive fixed assets a unit commander manages, so the relationship between Communications and Fleet Management and the end user is critical to the successful implementation of the Board of Supervisors' strategic goals and accomplish the Department's mission
- Tactical and emergency Communications assets are available to LASD units and all public safety organizations. Ideal communication between the end user and fleet management personnel is enhanced when similar law enforcement experiences and knowledge are shared, to create a basis for collaborative trust for the deployment and utilization of tactical and emergency communication resources

Benefits of function performed by Sworn Personnel (optional):

- Ability to respond, deploy, integrate and operate with other public safety organizations at the location of a natural disaster, civil disturbance or other law enforcement activity to provide secure tactical and emergency communications
- Reduced cost to LASD through proper management of communications assets and advance law enforcement electronic devices. As subject matter experts, sworn personnel are better equipped to make purchasing and deployment



decisions dealing with the issues of "need vs. want" due to law enforcement experience and historical knowledge

- Improved business efficiencies due to subject matter expertise. Major communications manufacturers place high value on the experienced-based knowledge and opinions of sworn personnel during testing, performance evaluation, research and development of new tactical, emergency communications equipment and advance law enforcement electronic devices
- Improved efficiencies due to the business education of sworn personnel to perform this function. The education is passed to other sworn personnel at the executive, supervision and line levels, and carried on to other functions in the Department



INMATE SERVICES

SUB-CATEGORIES:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
FOOD SERVICES		1	2		3
INMATE SERVICES		1	4	1	6
EDUCATION BASED INCARCERATION	1	6	10	23	39
CUSTODY SWORN TOTAL	1	8	16	24	49

SUB-CATEGORY: FOOD SERVICES

Function Description: Food Services Unit operates one of the largest full-service sheriff's department cooking operations in the United States. A staff of 262 members provides food services support to the entire Los Angeles County Sheriff's Department in the form of jail employee daily meal, special function events, emergency meals and inmate daily meals. The total number of meals provided by the Food Services Unit exceeds 88,000 meals per day. In addition, the Unit provides contracted food service to 27 municipal jails located throughout the county.

Division	Captain	Lieutenant	Sergeant	Deputy	Total
FOOD SERVICES		1	2		3

General Function / Position Responsibilities:

- **Manage:** Oversees and manages the daily production of 88,000 inmate meals which are prepared in 7 facility kitchens located throughout the county. Oversees and manage 27 food contracts and meal preparation for municipality city jails.
- **Administrative:** Conducts administrative investigations, traffic collision investigations and reports, staff evaluations, civil claims, criminal reports, and other Divisional memorandums.
- **Budget:** Oversight and management of a 28 million dollar food budget ensuring that all expenses and budgeted items are properly documented and entered into the ECAPS system, received, three-way matched and accounted for. Collaborate with the Department Fiscal Administration Unit to ensure that accurate billing and fund collection are completed in a timely manner. Provide information to Executive Staff on current funds, balances as well as any budgetary concerns.
- **Personnel:** Work with professional staff to ensure that all allocated items are properly filled and fielded properly to ensure proper culinary staffing at the unit's 7 cooking facilities. Resolve personnel grievances, work directly with the Department Employee Relations Unit in dealing with union concerns and issues.
- **Represent:** Liaison with Executive Staff regarding food service production, contract food service, as well as budget. Directly represent the Department with our 27 food contract municipalities.



Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- Administrative duties that do not fall under the duties of the assigned professional staff. Such as confidential investigations, complaints as well as access to confidential law enforcement data systems.
- Sworn training and experience of our sworn are vital to the successful operation of this unit. Years of investigative and law enforcement experience ensure that investigations, civil claims as well as complaints are handled in an accurate, fair and timely manner.

Benefits of function performed by Sworn Personnel (optional):

- Clear liaison between professional staff members and sworn personnel in our custody facilities

SUB-CATEGORY: INMATE SERVICES BUREAU (ISB)

Function Description: Contract monitoring and maintenance (inmate telephones, commissary, and vending services), review and provide recommendations regarding potential inmate programs and services, procurement of inmate supplies along with the development of new revenue sources. ISB acts as a liaison between the Inmate Welfare Commission and the Sheriff's Department.

Division	Captain	Lieutenant	Sergeant	Deputy	Total
INMATE SERVICES BUREAU		1	4	1	6

General Function / Position Responsibilities:

- Assists the Director with accomplishing the unit's mission
- Coordinates and handles three vendor projects/contracts: inmate vending, telephone and commissary
- Assists with the security of all inmate vending machines, commissary deliveries, telephones, and vendor equipment
- Coordinates and responds to any requests from professional staff members
- Supervises professional staff and lower ranking staff members
- Assists the Director as the Sheriff's Department liaison with the Inmate Welfare Commission
- Represents the Sheriff's Department in meetings with other units, agencies, and vendors
- Lieutenant serves as the Project Manager of all three vendor contracts
- Assists investigators with Inmate Telephone Monitoring Systems (ITMS) monitoring
- Responsible for all Jail Enterprises Unit (JEU) programs and coordination



- Responsible for the security of all (JEU) program for the inmate students as well as the instructors

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- Oversees the Inmate Telephone Monitoring Systems and investigations and inquiries and assists request from the District Attorney's Office with court subpoena requests
- Sworn staff is required to escort vendors, and inspect equipment while maintaining the safety and security of all jail facilities
- Sworn supervisors are required to maintain the safety and security of all jail facilities and to handle the criminal investigations associated with them
- Coordinates communication efforts to inmates regarding vending, telephone and commissary service inquiries

Benefits of function performed by Sworn Personnel (optional):

- Sworn personnel have been trained in criminal investigations, administrative investigations, and jail security
- Escorts vendors for their safety and security as well as inspects equipment
- Must work in a secure jail environment to assist teachers, vendors and inmates
- Responds to and contact inmates regarding requests and complaints
- Oversees the overall safety of all vendors' employees, equipment and programs

SUB-CATEGORY: EDUCATION BASED INCARCERATION

Function Description: The Education Based Incarceration Bureau's (EBI) mission is to create, expand, and enhance educational programs provided to our inmate population. The implementation of AB109 has resulted in an increase in jail population and more inmates being incarcerated for longer periods of time. This trend is expected to increase as well as continue, increasing the need programs and services for inmates.

Division	Captain	Lieutenant	Sergeant	Deputy	Total
EDUCATION BASED INCARCERATION	1	4	10	23	40

General Function / Position Responsibilities:

- Implement, expand and enhance educational programs
- Oversee program and services and collaborate with community partners and governmental agencies
- Monitor programs including performance of tasks, reports , and audits
- Liaison with service providers, community and other governmental agencies on jail in-reach and reentry services



- Participates in service related training and seminars
- Represents EBI at Departmental, public, and non-profit agency meetings
- Coordinates intercommunication with correctional education representatives, vocational shop personnel, vendors, and non-profit organizations pertaining to inmate programs and the expansion of educational services
- Enforces security requirements and coordinates with various LASD jail facilities regarding security clearances for all outside vendors and non-profit organization personnel requesting access to jail facilities
- Oversees the development, implementation and enhancement of the Community Reentry and Resource Center
- Liaisons between educational service providers and custody facilities. Resolves custody facility / contractor conflicts, enforces contract compliance, develops and implements educational programs, and conducts site visits.
- Reviews and analyzes vendor contract information for correction and improvement.
- Prepares and submits detailed reports with recommendations to the immediate supervisor for review and approval prior to implementation.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- Works with custody, education, and program staff to identify and determine the feasibility for new or modified programs. Identifies available inmate housing, and determines jail security issues and resolutions.
- Develops recommendations for solutions to problems involving less than full inmate participation, not attaining program goals, and non-compliance with contract and agreement terms.
- Researches and responds to inmate student complaints/concerns and prepares detailed reports with recommendations to submit to immediate supervisor for review and approval prior to implementation.
- Participates in meetings and presentations involving the Inmate Welfare Commission, Title 15 coordinators, and vendors, to exchange information and resolve problems.
- Applies specialized investigative skills to identify and address potential security concerns involving problematic inmates. Coordinates with facility administrative staff and line personnel to ensure program activities do not conflict with the safety and security of day to day jail operations.

Benefits of function performed by Sworn Personnel (optional):

- Interviewing and hiring of prospective employees
- Ensures local law enforcement, correctional agencies, public service agencies, community and faith-based organizations are brought together to influence public



policies and develops processes that facilitate the safety and success of reintegration of former offenders returning to LA County.

- Coordinates and monitors scheduling and training requirements for staff assigned to the Education Based Incarceration Bureau
- Advocates, collaborates and represents the Department in various community meetings. For example, the Los Angeles Regional Reentry Partnership (LARRP) which consists of community and faith-based organizations, Probation, Parole, County Board of Supervisors, CEO's office and a variety of public and private partners who are focused on transitional programs, support services, successful discharge planning, and programs that serves current and formerly incarcerated population
- Directs and supervises the work of subordinate law enforcement and non-sworn personnel assigned to EBI program positions.
- Works closely with facility leadership to ensure EBI principles are carried out in custody.
- Oversees maintenance of personnel jackets and medical files, prepares and updates Bureau project trackers, and conducts employee absence follow-up efforts coordinating with the Department's Return to Work Unit
- Provides a law enforcement presence and security as needed to provide a safe environment for both inmate students and staff.



INTERNAL INVESTIGATIONS

Function Description: Internal Investigations Division includes the Internal Affairs Bureau (IAB), Internal Criminal Investigations Bureau (ICIB) and Advocacy Unit (Advocacy). The Internal Investigations Division is responsible for the investigation of allegations of criminal and administrative misconduct as well as deputy involved shootings and significant use of force. In addition, the Advocacy Unit is responsible for several functions, including representing the Department at Civil Service Commission and Employee Relations Commission hearings, handling employment litigation, and serving as legal advisors in the disciplinary process and in the disciplinary review panels.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Internal Investigations	2	9	46	5	62

General Function / Position Responsibilities:

- IAB: Conduct administrative investigations of policy violations by Department members.
- IAB: Conduct administrative investigations of policy of equality violations by Department members.
- IAB: Conduct administrative investigations for outside law enforcement agencies at the request of the agency and for other Los Angeles County Departments at the request of the Department.
- IAB: Monitor criminal investigations of Department members.
- IAB: Respond to Deputy-involved shootings and specific significant use of force incidents, and prepare an administrative review of the incident for the Executive Force Review Committee.
- IAB: Conduct "for cause" drug tests at the direction of a Department member's Unit Commander or higher ranking member.
- IAB: Staff the 1-800 public complaint line during business hours.
- IAB: Compile data for all shootings involving Department personnel (e.g., hit, non-hit, accidental discharge, warning shot, and animal shootings).
- IAB: On call 24/7 to respond to serious misconduct incidents, inmate deaths, and force and shootings incidents.
- IAB: Train sergeants and lieutenants as well as professional staff supervisors.
- IAB: Liaison with local, state, and federal law enforcement agencies.
- ICIB: Conduct criminal investigations of Department members.
- ICIB: Conduct criminal investigations for outside law enforcement agencies at the request of the agency and for other Los Angeles County Departments at the request of the Department.
- ICIB: Conduct surveillances.
- ICIB: Monitor the Inmate Telephone Monitoring System (ITMS).



- ICIB: Liaison with local, state, and federal law enforcement agencies.
- Advocacy: Handle disciplinary matters before the Civil Service Commission and Employee Relations Commission.
- Advocacy: Act as legal advisors for Sheriff's Department executives and operations staff in all phases of the disciplinary process.
- Advocacy: Review and provide legal advice concerning settlement agreements, probationary evaluations, liberty interest hearings, carry concealed weapons permit hearings, policy and procedures, discovery requests, reasonable accommodation forms, interactive process meetings, improvement needed plans, Equal Employment Opportunity Commission and Department of Fair Employment and Housing responses, Return to Work letters, unsatisfactory evaluations, second time patrol failures, deputy sheriff trainee and recruit failures, job abandonment, subpoenas, closing briefs, objections, mentoring and performance reviews, performance evaluations, memoranda of understanding, letters of intent and imposition, disposition worksheets and grievances.
- Advocacy: Liaison with an employee's chain of command regarding adjudicating administrative investigations.
- Advocacy: Represent the Department in disciplinary cases before the Civil Service Commission which includes all 6-day suspensions through discharge, Rule 25 violations (discrimination), promotional exam appeals, reductions, unsatisfactory performance evaluations, Peace Officer Bill of Rights Act violations and Rule 9.08 medical appeals
- Advocacy: Represent the Department in disciplinary cases and memorandum of understanding violations before the Employee Relations Commission ranging from written reprimands to five day suspensions, bonus removal, unfair labor practice charges, impasses, mediation, improvement needed evaluations, memorandum of understanding interpretation, and Peace Officer Bill of Rights Act violations.
- Advocacy: Handle litigation as well as monitor all Department employment lawsuits.
- Advocacy: Attend Claims Board meetings, Board of Supervisors Closed Session Meetings, Mandatory Settlement Conferences, and mediation.
- Advocacy: Monitor trials and maintain constant contact with outside counsel regarding litigation strategy.
- Advocacy: Update Risk Management Information System.
- Advocacy: Prepare Board of Supervisors memoranda.
- Advocacy: Represent the Department in court on temporary restraining orders, preliminary injunctions, writs of administrative mandamus, civil contempt proceedings, amicus briefs, and some state civil lawsuits (filings by the Department of Labor and Department of Fair Employment & Housing) as well as respond to accusations filed by the Equal Employment Opportunity Commission and Department of Fair Employment & Housing.
- Advocacy: Conduct sworn and professional staff training to new hires, newly appointed Command staff, and supervisors on new laws affecting employee



discipline and employee issues. Conduct training on Family Medical Leave Act and the Americans with Disability Act.

Are law enforcement powers required? X Yes ___No. If yes, please list.

- Sworn personnel are required to conduct criminal investigations and to make arrests.
- Sworn personnel are necessary in situations in which an employee must be ordered to provide a statement or report to a location.

Are the skills, training, experience, or credibility of a Sworn Officer required? X Yes ___No. If yes, please list.

- The skills, training, experience, and/or credibility of sworn personnel provide a solid foundation from which they perform their responsibilities.
- The skills, training, and experience of sworn personnel equip them with the expertise and insight regarding tactics, policy, procedures, training, patrol, and custody operations.

Benefits of function performed by Sworn Personnel (optional):

- Sworn personnel draw upon their training and experience from previous assignments in custody and patrol as well as specialized assignments, and from supervising sworn and professional staff in custody and patrol.
- Sworn personnel have credibility with Department Executives, operations staff, Civil Service Commissioners and other hearing officers because of their specialized law enforcement skills, training and experience.
- The credibility and standing of sworn personnel is a vital component in fulfilling the responsibilities of the Internal Investigations Division especially when dealing with difficult and sensitive law enforcement issues.
- The experience of sworn personnel provides them credibility especially when investigating force and shootings incidents, pursuits, and other high-risk incidents.
- Sworn personnel have intimate knowledge of the equipment used in the patrol and custody environment. Their knowledge enables them to identify the relevant issues in an investigation, and enables them to provide advice to Department managers during the discipline process.
- Sworn Personnel understand law enforcement jargon, technical language, and statutory and case law, thus enabling them to effectively communicate with personnel from the various diverse units throughout the Department, with outside law enforcement agencies, and with state and federal prosecutors.



MEDIA RELATIONS

Function Description: Sheriff's Headquarters Bureau (SHB) is responsible for the Media and Marketing efforts of the Department and coordinates the 24-hour dissemination of news and information to the general public, news media, and members of the Department, including executive notifications. Sheriff's Headquarters Bureau is responsible for content on the Department web site (www.lasd.org), special events, film and media projects, international liaison and electronic communications (social media). The Bureau also maintains the Department's Operational Logs.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Countywide Services				2	2
Executive	1		5	10	16

General Function / Position Responsibilities:

- Media Section - Provides 24-hour operational capability, responds to the scene of major incidents, gathers and disseminates information to Department executives and the media, and serves as staff for the Department duty officers. Maintains the Department's Operational Logs.
- Film and Media Projects Section - Assists the media in providing information to the public about Department activities, coordinates television and radio appearances for Department personnel and obtains public service and public affairs programming time. Issues press passes and liaisons with all forms of media.
- International Liaison Section - Maintains liaison between the Department and the Consular Corps, the U.S. Department of State, Immigration and Customs Enforcement, and the Federal Bureau of Investigation.
- eComm Section – Monitors social media communications sites (e.g. Facebook, Twitter, LASD.org, LinkedIn, Pinterest, etc.) and traditional news sites for information relating to all forms of illegal activity or major incidents which may require a police presence (i.e. demonstrations or large parties). Provides intelligence gathered via social media to Department patrol stations and investigative units.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- SHB personnel provide uniformed security in the headquarters building for visiting members of the public, other County departments, and Department employees 24 hours a day.
- As a primary source of information for Department members, the media and the public, Sheriff's Headquarters Bureau staff must have an extensive knowledge of



the Department with a particular emphasis on patrol and custody issues. Tactical and emergent situations that arise and necessitate notifications require experienced sworn staff who have both worked and supervised in custody and patrol environments.

- Media interviews often involve questions that require specific knowledge of tactical police procedures gained through experience in both patrol and custody. New (social) media as well as traditional outlets will often specifically request uniformed personnel for interviews relating to the Department.
- Sheriff's Headquarters Bureau personnel must work closely with Department investigators and executives during press conferences and media interviews. Unfortunately, there has traditionally been an inherent distrust between the media and police. SHB personnel provide a level of trust for Department personnel and ensure a free flow of non-confidential information to the public via the media. This has fostered productive relationships with the Media resulting in an increase of positive Department press.
- During both natural and man-made disasters and large-scale events, responding sworn Sheriff's Headquarters Bureau personnel understand the dynamics of a large, complicated event involving multiple agencies and jurisdictions and the importance of crime scene preservation, evidence collection and management of sensitive or confidential event information.
- As a liaison between the Department and the Consular Corps in Los Angeles County, as well as various federal agencies, criminal matters often require a specific expertise in both criminal and immigration law to assist consulates with matters involving foreign nationals.
- Intelligence is gathered by the eComm personnel from various social media forums and distributed to the appropriate station or investigative unit. This information is evaluated by sworn personnel whose experience in both custody and patrol with regards to narcotics and gang activity enables them to determine the value of the information as either predictive or investigative in nature.

Benefits of function performed by Sworn Personnel (optional):

- Special skills and knowledge of sworn peace officers is essential within this Bureau. Sworn staff is selected for Sheriff's Headquarters Bureau based on experience and specific knowledge of custody and patrol procedures and tactics.
- Sworn personnel act as a liaison between the media, the public and Department personnel.
- The custody and patrol experience and knowledge of sworn personnel enables them to collect, process, evaluate and distribute vital intelligence regarding criminal activity and large events.
- Sheriff's Headquarters personnel are sworn supervisors (Bonus Deputies and Sergeants) with the ability to effectively communicate with sworn managers and executives of the Department in an efficient, expedient manner.



MEDICAL SERVICES

Function Description: Medical Services Bureau provides health care services for all inmates housed within the Los Angeles County Sheriff's Department jail system. Medical staff is responsible for the quality of health care in all of the Los Angeles County Sheriff's Department medical facilities. Along with physicians and nurses, Medical Services Bureau provides the services of dentists, pharmacies, laboratories, radiology, and health information management services. This, combined with the growing number of daily nursing evaluations and treatments, has resulted in over 8 million inmate contacts per year in all the medical units within the Los Angeles County Sheriff's Department.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Custody	1	2	2	1	6

General Function / Position Responsibilities:

- 1 Captain-Unit Commander responsible for overseeing the daily operations of the Bureau.
- 2 Lieutenants – Operation's Lieutenant responsible for the direct supervision of the sworn staff and overseeing and managing administrative and functional operations within the Bureau.
- 2 Sergeants – Assist with the completion of Administrative Investigations and operational duties for the Bureau
- 1 Deputy – Assist with administrative functions related to Medical Services Bureau operations and support data reports and systems associated with the Bureau.

Are law enforcement powers required? Yes X No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? X Yes No. If yes, please list.

- Administrative Investigations – Complete Supervisory Inquiries, assist with the initiation, completion, tracking and review of cases.
- Education Based Discipline tracking, Policy of Equality tracking, and associated administrative duties items.
- Watch Commander Services Comment Reports – Monitoring, tracking, handling and completing associated administrative duties.
- Handling the completion and review of traffic collisions, employee injury reports, civil claims, criminal reports and search warrant items, relieve personnel of duty, retrieve Department identification and badges, Performance Log Entries and resident checks.
- Conduct performance mentoring, conflict resolution, staff development, mentoring and orientation training for new hires.



- Conduct security clearances, PDE entries and PPI inquiries, liaison with Court Services judicial officers and personnel, liaison with outside law enforcement and governmental agencies.

Benefits of function performed by Sworn Personnel (optional):

- Sworn personnel within Medical Services Bureau ensure the continuity of practices within the Sheriff's Department remain consistent within the Bureau. They are able to assist with the liaison functions necessary in working with other commands. They are able to provide the background, expertise and knowledge associated with the security and operation functions associated with managing medical services provided within a custodial environment.



RECORDS AND IDENTIFICATION

Function Description: Inmate Reception Center (IRC) - Records is the largest law enforcement record management facility in the world, responsible for the reception, input and management of all booking, judicial, and sentencing related documentation for all inmates in Sheriff's custody. It is also the central hub to receive individuals arrested by local agencies, as well as all court remanded inmates during trial procedures. Processes the release of inmates at the conclusion of court proceedings or sentences. Responsible for managing daily court traffic of inmates between their jail locations and the various courts throughout the county. Central unit assigned to interact with local law enforcement agencies, as well as out-of-state agencies in all levels (local, state and federal) regarding fugitives, renditions, and state/federal sentenced prisoners.

Function Description: Records and Information Bureau (RIB) - Collection, input and storage of most documentary and electronic records; retrieval of records and the production of information based upon these records; and identification of suspects based on record searches. Manages the Countywide Warrant System. Maintains criminal histories of all state Department of Justice (DOJ) retainable arrest records based upon positive fingerprint identifications.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Custody		1	2	7	10
Technical Services		2	2	1	5

General Function / Position Responsibilities: IRC

- Review and audit clerical work rendered by custody records staff, including errors performed that result in civil claims and lawsuits. Conducts thorough investigations on behalf of Risk Management Bureau, identifies the error, proposes corrective measures, reformulates and/or implements procedures.
- Advise Sheriff's Department executives on a variety of matters related to the arrest, custody, and release of inmates.
- Assist with various requests and inquiries from local and outside law enforcement agencies of all levels (local, state, and federal).
- Develop and implement policy and procedure related to booking, processing, and release of inmates. Responsible for Department wide uniformity and dissemination.

Are law enforcement powers required? Yes No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- IRC Records sworn staff are required to conduct investigations that involve all aspects, starting from the arrest time, through the processing of an inmate until



housing. These investigations are primarily involving over-detentions and erroneous releases. Because of the complexity and the number of parties involved, it requires expertise retained by our staff, who have worked various patrol and custody assignments.

- IRC Records sworn personnel work closely with local and outside law enforcement agencies. When interacting with these entities, Records sworn staff provides the important credibility and, because of its expertise, is able to troubleshoot issues that arise at different levels of the custody environment.
- IRC Records sworn staff are routinely tasked with identifying procedural issues, and to provide long-term solutions. Our training and experience as a sworn officer provides the necessary knowledge to develop these solutions considering both the secured aspects of our operation (within the jails) as well as the needs of our clerical staff (administrative).
- Patrol, custody, and courts experience are needed for IRC Records sworn staff in order to interpret various forms, procedures and technical language used by law enforcement officers, and to better understand the needs of these officers.

Benefits of function performed by Sworn Personnel (optional):

- Access to law-enforcement restricted databases for investigative purposes.
- Conduct confidential investigations under the direction of the Unit Commander.
- Transport of inmates when necessary.
- Handling of sensitive and evidentiary materials (maintain chain of custody).
- We are a Liaison between Department Executives, Custody, and Patrol unit commanders, clerical and administrative personnel, as well as various law enforcement agencies around the country. We understand the legislative requirements and individual needs of each group, as well as organizational and structural constraints of each.

General Function / Position Responsibilities: RIB

- Manages the daily operations of the various units by providing functional supervision of personnel.
- Recommends/implements policies and procedures affecting the operation of units within Records and Identification Bureau (RIB).
- Resolves issues of unit managers, supervisors, and staff personnel.
- Reviews, critiques, and approves work products to ensure they are consistent with Bureau policies and Departmental objectives.
- Writes performance evaluations and commendations for employees, recommends discipline when appropriate, and adjusts or recommends adjustments of grievances.
- Provide technical direction and project management of technological projects related to the Bureau.
- Provide law enforcement knowledge and expertise for various issues impacting the Bureau.



Are law enforcement powers required? __Yes X No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? X
Yes __No. If yes, please list.

- Provides credibility when speaking on specific law enforcement related matters with outside law enforcement agencies and units within the Department. Many times professional staff ask for assistance in handling tasks that require a global knowledge of the Department and police procedures that they are not trained to handle or may not be in their job classification.

Benefits of function performed by Sworn Personnel (optional):

- Sworn staff will assist and often preform administrative investigations that require extensive knowledge of both criminal law and Department administrative procedures. These investigations include conducting and reviewing complaints by the public. Sworn personnel have the experience and training to resolve these complaints and address all policy related issues, rather than them being handled by staff with less experience.
- Answer correspondence/inquiries that require the knowledge of sworn personnel. There are instances in which law enforcement agencies will inquire about specific Department law enforcement procedures and sworn staff can quickly resolve questions assisting both the Bureau and the inquiring agency.
- Sworn staff provides daily security functions to ensure the safety of the public and staff that visit the Public Services Unit (PSU). PSU services the general public, which includes narcotic and arson registrants. Sworn personnel can respond to emergency situations and deter potential criminal activity with their uniformed presence. Additionally, sworn personnel are available to respond to any emergent situation within the building, including medical emergencies. As first responders, sworn personnel are able to conduct initial interviews and liaison quickly with responding personnel to prevent further danger to life and property.



RESERVES COORDINATION

Function Description: The Reserve Forces Bureau (RFB) is the administrative headquarters for the Department's Reserve Program, Explorer Program, Mounted Programs, and Sheriff's Advisory Councils. With over 800 Reserves and 600 Explorers, the Sheriff's Department has a wealth of resources that augment the various units on a daily basis. RFB recruits new Reserve candidates and processes their applications. Upon successful completion of the background process, the applicant will attend a Reserve Academy, and when graduated, the Reserve will work at an assignment of their choice, suitable to their skill level. RFB oversees and maintains training, conducts annual unit inspections, and coordinates personnel at various events. Explorer recruits also attend an academy like the Reserves, and are eligible to work a myriad of assignments offered. Both the Reserve and Explorer Academies have an agreement with various participating agencies who use the Department's resources and expertise to train their personnel as well.

The patrol areas use reserves for regular and special patrol duties. Sworn patrol station personnel train and supervise the reserves until they have met all POST standards and are eligible to work alone in a one person patrol car.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Central Patrol			2	1	3
Countywide Services	1	1	2	1	5
North Patrol			2	1	3

General Function / Position Responsibilities:

- Provide support and oversight for station/bureau/unit reserve companies.
- Liaison with reserve company executives and Department.
- Ensure all Department polices are followed.
- Ensure all company reserves complete mandatory training.
- Ensure all company reserve meet firearms requirements every trimester.
- Supervise monthly reserve company meetings, attend meetings at Reserve Forces Bureau.
- Oversees and maintains training and administrative concerns for Reserve and Explorer Cadre.
- Coordinates and maintains annual inspection of Reserve files.
- Coordinates with Explorer Advisor regarding use of Reserves/Explorers at station events.
- Trains Reserves for patrol function and to assist detectives in follow-up investigations.



Are law enforcement powers required? X Yes ___ No. If yes, please list.

- Field training for reserves must be administered and monitored by sworn personnel.
- Reserve training includes use of law enforcement powers such as making arrests and potential use of force.

Are the skills, training, experience, or credibility of a Sworn Officer required? X Yes ___ No. If yes, please list.

- Since reserves are sworn officers, it is appropriate for them to report to and be supervised by a full-time sworn officer who has the appropriate level of training and experience to demonstrate credibility with the company members.

Benefits of function performed by Sworn Personnel (optional):

- Having a sworn person in this position is extremely beneficial because the reserves in the company who are less experienced in patrol functions need to have a supervisor who has years of experience and sufficient patrol training.



TACTICAL PLANNING

Function Description: The Tactical Planning Unit's (Tac-Planning) primary purpose is to support the Department in all matters related to emergency preparedness, incidents, and responses which are beyond the scope of normal operations. This support is encapsulated into five main areas: Pre-Planned Events/No-Notice Incidents, Mutual-Aid, Training and Drills, Logistical Support, and Specialized Services.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Homeland Security		1	5	7	13

General Function/Position Responsibilities:

- Strategic planning for emergencies
- Tactical planning for major Departmental events and governmental entities
- Inspection of the emergency management capabilities of Stations, facilities and Bureaus
- Maintenance, training and sustainment of Departmental Operations Center Teams
- Maintenance, training and sustainment of County Emergency Operations Center Teams
- Maintenance, training and sustainment of Departmental Incident Management Teams
- Management of the Disaster Communications Service
- Development, presentation and coordination of disaster preparedness training and exercises for the Department and other governmental entities
- Assisting and coordinating disaster preparedness planning with Mutual Aid Region I Law Enforcement Agencies on behalf of the Sheriff
- Maintaining liaison and coordinating disaster preparedness plans with federal, state, County and local governments
- Attending conferences and serving on committees relating to disaster preparedness planning, as a representative of the Sheriff
- Coordinate out-of-County Search and Rescue Team requests from CalOES
- Maintaining, staffing and operating all field command posts and support equipment,
- Training of selected Departmental personnel in the operation of field command post equipment
- Training of Departmental and outside agencies in the Incident Command System
- Maintain operations plans made by all Units within the Department
- Collect and maintain information on civil disorder incidents, nationwide, especially those that may result in police attention; i.e., rock concerts; parades; sporting events; protest demonstrations; events that may attract large numbers of people where alcohol may be consumed, or may attract large numbers of street gang members; events that in the past have caused problems for law enforcement; job actions or strikes where problems are anticipated; any event for which significant Departmental response is anticipated



- Gathers and evaluates information concerning the many aspects of labor-management relations and disputes in an atmosphere of strict neutrality and confidence
- Maintains close liaison with union officials, management personnel, government labor relations units and federal, state, County and municipal labor law enforcement officials prior to and during the course of a strike or labor dispute
- Respond to strike scenes to render services as needed
- Respond to protest and riots to render services as needed
- Respond to human induced or natural disasters nationwide, as a representative of the Sheriff and/or act as liaisons or managers during the event
- Respond to events/incidents to serve as tactical supervisors

Are law enforcement powers required? Yes No. If yes, please list.

- Tactical Planning personnel are required to perform duties during incidents which may require law enforcement action. These duties are usually associated with traffic, evacuations and security missions, which may result in arrests or the enforcement of applicable penal code sections.
- All Mobile Command Post platforms are driven by licensed and trained Tactical Planning personnel. Each deputy is required to act as security for the platform while in transit and on-site. Each platform maintains an armory with the associated weapons and ammunition.
- All Tactical Planning personnel are often required to respond to incidents under emergency (Code-3) driving conditions.
- Sworn supervisors are required to accompany all out-of-County Search and Rescue Teams (SAR) to act in a supervisory capacity should there be an incident which necessitates the need of managerial duties (i.e.: force, injury).
- Tactical Planning personnel are often required to work and respond to arduous and dangerous incidents of which the need to protect themselves is of paramount importance, this can only be accomplished by armed personnel with full police powers and the ability to enforce laws.
- Tactical Planning personnel are often requested for out-of-state deployments to disaster areas based upon their peace officer status, which enables them to enter restricted areas. This also enables them to attend classified briefings, receive law enforcement sensitive information and participate in law enforcement only After Action Report debriefings.

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- Patrol training is a prerequisite for many of the positions within the Tactical Planning Unit. Patrol experience and specialized tactical skills which can only be acquired from field work are relied upon to properly strategize and produce comprehensive Event Action Plans.
- Personnel are required to act as instructors for the following courses:
 - Incident Command System 300



- Department Operation Center operations
- County Emergency Operations Center operations
- Incident Management Team operations
- Los Angeles Regional Common Operational Picture Platform Systems
- Antares Command System operation
- Alert Los Angeles County System
- Operational Area Response and Reporting System
- Sheriff's Catastrophic Earthquake Planning and Response
- Labor Relations
- Mutual Aid Reporting and Procedures

Benefits of function performed by Sworn Personnel (optional):

- The vast majority of courses taught by Tactical Planning instructors are attended by sworn personnel of all ranks and stature. The course of instruction is based upon duties and functions performed only by uniformed personnel. Instructors are chosen based upon their field experience and expertise in the subject matter.
- Tactical Planning personnel have represented the Department throughout the world, as subject matter experts in emergency management, preparation, planning and response. Their status as law enforcement officers often bolsters their credibility.
- As the mandated Mutual Aid Coordinators for Region I Law Enforcement Agencies, we act as liaisons for a multitude of municipal police agencies and governmental law enforcement entities. Sworn personnel are seen as a benefit in this position, as our point of contact for these agencies are all sworn personnel.



TRAINING

Function Description: Unit level training staffs provide in-service personnel with the most up-to-date, innovative, creative and realistic learning available to Department members. They ensure personnel maintain proficiency and compliance with Department and State mandated training requirements, and develop and provide additional training based on community needs, crime trends, and risk management events.

Training Bureau staff provides academy recruits and in-service personnel with the most up-to-date, innovative, creative and realistic learning experiences available to present day law enforcement. Includes Recruit Training, Advanced Officer Training, Weapons of Mass Destruction Detail, Field Operations Training, Education-Based Discipline Unit, Weapons Training, Tactics and Survival Training Unit (Laser Village), Emergency Vehicle Operations Center, and Professional Development Unit.

The Major Crimes Bureau (MCB) Training Sergeant is primarily tasked with the supervision of the Burglary Robbery Task Force (BRTF) team. As a collateral duty, the training sergeant is responsible for providing detective personnel with the most up-to-date, innovative, creative and realistic learning experiences available to present day law enforcement personnel. This includes Advanced Officer Training, Weapons of Mass Destruction Detail, Field Operations Training, Education-Based Discipline Unit, Weapons Training, Tactics and Survival Training Unit (Laser Village), Emergency Vehicle Operations Center, Undercover Operations/Surveillance Training, and High Risk Warrant Service Operations Course. The training sergeant is also responsible for maintaining the bureau's armory, issuing weapons, and ensuring personnel are properly trained on the weapons issued to them.

The training detective assigned to Operation Safe Streets (OSS) Bureau provides specialized training on a collateral basis to personnel assigned to the unit including: entry movement, officer safety, specialized weapons, legal procedures, investigative techniques, and surveillance tactics.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administration & Training	1	7	22	90	120
Central Patrol			1		1
Court Services			1	8	9
Custody		2	5	38	45
Detective			2	2	4
Homeland Security				1	1
South Patrol			1		1



General Function / Position Responsibilities – Unit Level and Detective Division personnel:

- Provide Bailiff Orientation training to all newly assigned personnel to the court.
- Conduct assessments of courthouse security and provide recommendations based on the findings.
- Review and evaluate training needs for staff by branch supervisors.
- Provide a minimum of twenty four hours each year of continuing custody specific training to Custody Division personnel which may comprise of classroom settings, scenario based training, role playing, special (less lethal) weapons training, defensive tactics, medical/mental health training and applicable legal updates.
- Implement mandated training required by the Board of State and Community Corrections, POST, and the Department.
- Conduct un-scheduled and quarterly audits of patrol station jails and custody facilities. This is to ensure compliance with the Department's and the State of California's regulations. Any identified deficiencies are noted, and follow up training and inspection(s) are scheduled.
- Respond on a regular basis, and when requested, to Custody facilities and provide oversight, conduct investigations, and offer correctional related guidance direction and training regarding use of force related incidents, major inmate disturbances, and inmate deaths.
- Prepare and conduct all in-service training (active shooter, simmunition training, tactical proficiency, first aid, CPR, pursuit policy, racial profiling, etc.) for all sworn and civilian personnel, and station reserves.
- Prepare and present monthly briefings regarding Department mandates (Core Values, Policy of Equality, etc.).
- Administer and document of lieutenant and sergeant mentorship programs.
- Manage and monitor station military and MFTO programs.
- Conduct presentations to operations staff, contract city staff and elected officials, school district & college staff, and County departments on a variety of training matters related to deployment of law enforcement services.
- Manage the station's field training program; review DOR's daily, trainee orientation, training files, FTO documentation, FTO meetings, FTO spreadsheets, all trainee documentation (evaluations, remedial programs, patrol failures, etc.), FTO – trainee matchups, ride-alongs with deputies and trainees, etc.
- Responsible for FTO and training inspections.
- Responsible for sergeant and lieutenant reference material.
- Conduct orientation and recurring training for detectives on various law enforcement functions which include: case handling, investigative tools, suspects in-custody, dealing with prisoners, search warrants, resources, interview techniques, courtroom testimony, evidence collection, and related procedures; all which require prior detective, and tactical experience.
- Develop specialized tactical entry and weapons training programs to ensure uniformity, based on training, experience, and expertise.



- Gather, coordinate, and disseminate information concerning gangs and their related criminal activities.
- Maintain training records and update various training databases for all assigned sworn personnel in order to meet standards set by P.O.S.T. (Peace Officers Standards and Training).
- Prepare various in-service lesson plans and submit verification to P.O.S.T. for approval.
- Maintain liaison with various law enforcement agencies from local, state and federal agencies concerning street gangs.
- Conduct presentations to community groups concerning gangs and gang activities.
- Act as the unit safety coordinator.
- Manage and supervise the Reserve Deputy Program and its deputies, which includes their training and scheduling
- Act as the Bureau's armorer, which includes proper tracking, maintenance, issuance, storage, and documentation for all firearms and less lethal devices.
- Act as the Bureau's equipment administrator, which includes proper tracking, maintenance, issuance, storage, and documentation for all tactical and non-tactical equipment.
- Operate and maintain the Bureau's Mobile Command Post vehicle and equipment.

General Function / Position Responsibilities – Training Bureau:

- Instruction/In-service training for personnel employed by this Department as well as law enforcement agencies throughout the country. Training consists of weapons refresher classes, defensive tactics/perishable skills courses, First Aid/CPR update classes, drivers training courses, and a multitude of specialized training courses specific to the skills required when assigned to certain units within our Department.
- Instruction/In-service training for sworn and civilian personnel who are advancing or changing positions within our Department. Patrol School, Supervisory School (sworn and civilian), Field Officers Training School, and Sheriff Security Officers Training Academy are just a few examples of programs taught by sworn Training Bureau staff members.
- Sworn staff members instruct newly hired deputy sheriff and police officer recruits while they attend initial training to become POST certified peace officers in the State of California.
- Continuing professional development of both civilian and sworn members of our Department are additional responsibilities held by sworn Training Bureau staffs. Whether teaching leadership to new supervisors or providing instruction during LIFE (Lieutenant Interactive Forum Exchange) classes, Training Bureau personnel coordinate the schedule of classes as well as instruct the material.



- Sworn members act as “expert witnesses” and provide detailed subject matter expertise to Departmental executives as well as county attorneys during civil and criminal courtroom proceedings.
- Provide response team rollouts and/or expert analysis of all officer involved shootings and uses of force where significant injuries or county liability are identified.
- Deputy sheriffs assigned to Training Bureau are assigned as members of the Sheriff's Response Team during times of Departmental mobilization.

Are law enforcement powers required? Yes No. If yes, please list.

- The weaponry handled by the training staff requires specialized law enforcement training and experience. Many of the specialized guns can only be possessed or transported by law enforcement personnel.
- Instructors receive certified training from Board of State and Community Correction and POST.
- OSS requires an experienced law enforcement officer who has investigative knowledge and experience working with gangs, and tactical training to conduct highly dangerous operations. The training staff facilitates both the investigative and tactical training.
- MCB and OSS personnel assigned to this position distribute and handle specialized weaponry and munitions tailored to the needs of the Bureau and its sworn personnel. Each weapon requires specialized training, experience, and knowledge which can only come from trained sworn personnel.
- The field training program for patrol deputies and reserves is in part governed by state law which requires that the trainer be a sworn peace officer.
- Law enforcement training/powers are required for Training Bureau academy staff to maintain POST certification as trainers/instructors within their individual specialties/units (i.e. EVOC, Weapons, FOTU, RTU.)

Are the skills, training, experience, or credibility of a Sworn Officer required? Yes No. If yes, please list.

- The training staff assists the unit commander and operational staff to develop effective training at the units in an effort to ensure our law enforcement mission is met. The development, application, and management of sworn personnel at the station requires specialized expertise retained by the training staff, who all continue to work and supervise in patrol assignments.
- During meetings with City Managers, Council Members and other managers from the city, the training staff is often asked for insight on training, deployment concerns, tactical operations, and specialized law enforcement services specific to the City. A sworn officer is required to answer questions related to these issues as they are directly relevant to patrol related law enforcement services.
- The training staff requires patrol training to understand the necessary functions of the station (duties of trainees, training officers, civilian staff, sergeants, and operations).



- Continued Professional Training (CPT) requires sworn members to attend and remain certified in a variety of perishable skills techniques each year. Training Bureau maintains a cadre of specially trained weapons, defensive tactics, and driver's training instructors certified through the State of California Peace Officers Standards and Training (POST) dedicated to teaching thousands of peace officers, and those training to become peace officers, each year. These instructors are credentialed through POST and maintain the highest level of certifications necessary to train personnel. As a regional training facility, STARS Center also provides instructors to assist sworn peace officers from surrounding agencies with professional development and training.
- Sworn staff members are required to maintain updated resumes on file and attend specialized training to maintain certification as instructors prior to teaching recruits and all POST certified courses offered by our Department.
- Bailiff Orientation training requires first-hand experience by having worked as Bailiff of Record.

Benefits of function performed by Sworn Personnel (optional):

- Specialized skills of a sworn peace officer are mandated and necessary within this unit. Sworn staff is selected for this assignment based on having mastered patrol operations and other front line law enforcement services as a supervisor.
- Sworn personnel are knowledgeable in training and the deployment of personnel at the patrol station. They are also aware of the responsibilities and differences between various law enforcement services.
- Specialized skills obtained through training and the use of weapons systems is necessary to train personnel in the use of various weapons in different real-life scenarios.
- Surveillance techniques and high risk search entries are learned techniques in highly specialized units that can be taught by experienced sworn personnel.
- Sworn training staff personnel assigned to this position must possess patrol and investigative experience to understand the complexity of gang crimes, as well as tactical expertise and training to conduct highly dangerous operations.
- The experience that a law enforcement officer possesses is invaluable in training OSS investigators who have to deal with extremely violent and dangerous street gang members.
- Management of educational opportunities, instruction and coordination of the Education Based Discipline program, as well as teaching and coordinating professional development conferences are all examples of duties undertaken by Training Bureau staffs. Sworn staff members' knowledge of the Department as well as relatable experiences gained through their specific assignments and careers as sworn peace officers are important attributes when addressing Department personnel during times of career altering training. Student concerns are often alleviated after interacting with peers (sworn Training Bureau personnel) who have experienced similar life challenges. Program success is dependent upon these interpersonal relationships.



- Department instructors can be subpoenaed and as such, are required to testify in proceedings as Subject Matter Experts.
- Instructors are frequently contacted by Federal, State and Local agencies seeking LASD expertise in specific fields (i.e. use of force issues, special (less lethal) weapons and tactical communications).



YOUTH PROGRAMS

Function Description: Increase community safety by fostering self-esteem and a sense of purpose, assisting youth to find value in themselves, to feel a sense of direction, and define who they are. The STAR Program (formerly SANE) has been a collaborative effort between the Los Angeles County Sheriff's Department, educators, students, parents, and the community to offer an educational program in the classroom to prevent or reduce the use of "gateway" drugs (alcohol, tobacco and marijuana) and violence among our students. The deputies assigned to the STAR Unit work in 202 schools, within 30 school districts, teaching over 48,000 students on a monthly basis. The STAR Unit receives funding from three major sources; contract cities and schools, grants, and Asset Forfeiture.

Sworn Personnel Performing:

Division	Captain	Lieutenant	Sergeant	Deputy	Total
Administration & Training			1	9	10
Central Patrol			2	8	10
Countywide Services		2	3	15	20
East Patrol			1	5	6
Executive			1		1
North Patrol			1	4	5
South Patrol				1	1

General Function / Position Responsibilities:

- Supervise the day to day operations of the program.
- Review and establish operating procedures in compliance with local, state and federal law as well as Department policy.
- Interact with youth.
- Ensure staff are properly trained.
- Ensure the safety of the youth in the program.
- Manage revenue and expenses as required.
- Maintain employee and program records.
- Develop community funding sources to enhance programs.
- Partner with other youth organizations (YMCA, local parks, etc.) and stakeholders.
- Advise the Board of Directors of the Sheriff's Youth Foundation.
- Act as a spokesperson for the Youth Foundation.
- Instruct STAR Program lessons to students in contracted schools.
- Interact with students at recess and lunch times, while serving as a mentor.
- Assist administrative personnel by intervening when behavioral or other issues exist with the students.
- Conduct parent education classes on topics such as bullying, internet safety and sexting.



- Staff booths at neighborhood events and answer questions from community members.

Are law enforcement powers required? __Yes __X_No. If yes, please list.

Are the skills, training, experience, or credibility of a Sworn Officer required? __X_Yes __No. If yes, please list.

- Sworn personnel present at-risk youth with a confident role models who demonstrate the qualities of honesty, integrity and respect.
- Sworn work experience creates leaders who are tolerant, good listeners and organized.
- Sworn personnel interacting with the community promotes a positive image for the Department and law enforcement in general, enhancing the community at large.

Benefits of function performed by Sworn Personnel (optional):

- Develops strong future ties with law enforcement by breaking down barriers.
- Teaches valuable conflict resolution skills.
- Sworn personnel are trained and experienced in recognizing signs of abuse and neglect.
- Sworn personnel provide a "safe haven" for youth while participating in the program.
- Through interaction with youth, sworn members gain valuable insight into the current state of affairs in the community.
- STAR deputies frequently rely on their field experience while instructing the STAR Program lessons.
- The credibility of a STAR deputy as an instructor is highly affected by their law enforcement experience.
- STAR deputies are highly trained classroom instructors



Detailed Description of Budget Variances

Salaries and Benefits – Patrol and Detective Services

For fiscal year 2011-12, the Patrol and Detective Services budget units had budget overspending in salaries and benefits. For Patrol, the major variances by general ledger account number are highlighted below.

Exhibit 36			
Patrol Budget Unit - Budgeted and Actual Expenditures - FY 2011-12			
Description	Final Adopted Budget	Actual	Under / (Over) Budget
Salaries and Wages			
1072 - Other Salary Continuation	-	12,503,040	(12,503,040)
1073 - Sick Buy Back	5,400,000	8,024,196	(2,624,196)
1074 - Outgoing Time Certificates	4,500,000	8,064,636	(3,564,636)
1078 - Miscellaneous Earnings Pay	-	5,053,573	(5,053,573)
Other expenditures with positive variances and insignificant negative variances - net amount	530,431,000	514,291,387	16,139,613
Subtotal	540,331,000	547,936,832	(7,605,832)
Retirement			
1124 - Retirement Regular Employee 1979 (Plan D)	-	6,016,435	(6,016,435)
1125 - Retirement Regular Employee 1982 (Plan E)	-	2,370,392	(2,370,392)
Other expenditures with positive variances and insignificant negative variances - net amount	134,767,000	135,610,083	(843,083)
Subtotal	134,767,000	143,996,910	(9,229,910)
Employee Group Insurance	3,060,000	4,035,915	(975,915)
Workers Compensation	28,839,000	34,996,463	(6,157,463)
Cafeteria Plan Benefits	72,402,000	73,623,372	(1,221,372)
Deferred Compensation Benefits	6,105,000	6,360,673	(255,673)
Other Employee Benefits	1,613,000	1,942,714	(329,714)
Total Salaries and Employee Benefits	787,117,000	812,892,879	(25,775,879)

For salaries and wages, actual expenditures are higher than the budgeted amount primarily due to budget overspending under following account codes: 1072 for Other Salary Continuation, 1073 for Sick Buy Back, 1074 for Outgoing time Certificates, and 1078 for Miscellaneous Earnings Pay. As shown above, LASD did not budget the expenditures of \$12,503,040 for account code 1072 Other Salary Continuation.

This account represents the labor costs paid for County employees who are entitled to salary continuation benefits paid in lieu of state rate temporary disability benefits. However, general County practice is to budget all salaries costs under the regular salaries accounts, so these costs should have been captured under the total budget based on the authorized positions included. In addition, the budgeted amounts for Sick Buy Back and Outgoing Time Certificates were lower than the actual expenditures.



Sick Buy Back represents the payout of sick days twice per year to qualified employees, while Outgoing Time Certificates represents lump sum payout amounts for sick leave and vacation when an employee leaves county service. Both of these categories were under-budgeted.

The Miscellaneous Earnings Pay account includes any miscellaneous bonus or pay that does not have a specific earnings code within the eHR system and includes costs such as Nurse Retention Bonuses and Bus Driver Deputy Bonuses. LASD did not specifically budget any expenditures under Miscellaneous Earnings Pay because the majority of employee bonuses included in this account are calculated as a percentage of budgeted salaries costs and are included in the total budget for salaries. Bonuses that are not included in the percentage calculation are considered to be the responsibility of the Sheriff's Department. In total, we noted that the total salaries and wages costs for Patrol were significantly under-budgeted.

The variance in retirement appears to be primarily because LASD did not budget the expenditures for regular employee retirement under 1979 Plan D and 1982 Plan E. This is because general County practice does not require the breakdown of budgeted retirement costs by line item. Therefore, the total cost for these plans should have been included in the \$134 million budget for total retirement costs. However, we noted that the total retirement costs for Patrol were still significantly under-budgeted.

The variance in other employee benefits is mainly due to the variance in Workers Compensation. In this account, the actual expenditures are higher than the budgeted amount due to uncontrollable cost overages. This account also includes retiree health costs and the budgeted amount is provided by the CEO.

For Detective Services, the major variances under salaries and employee benefits costs by general ledger account number are highlighted below.

Exhibit 37			
Detective Services Budget Unit - Budgeted vs. Actual Expenditures - FY 2011-12			
Description	FY2011-12 Final Adopted Budget	FY2011-12 Actual	Under / (Over) Budget
Salaries and Wages			
1011 - Permanent Employees	57,592,287	62,275,042	(4,682,755)
1072 - Other Salary Continuation	-	1,516,637	(1,516,637)
1078 - Miscellaneous Earnings Pay	-	1,414,547	(1,414,547)
1081 - Overtime	4,505,000	7,718,181	(3,213,181)
Other expenditures with positive variances and insignificant negative variances - net amount	4,109,713	5,775,917	(1,666,204)
Subtotal	66,207,000	78,700,324	(12,493,324)
Retirement	20,652,000	19,672,816	979,184
Employee Group Insurance	601,000	639,949	(38,949)
Workers Compensation	4,518,000	5,039,571	(521,571)



Exhibit 37			
Detective Services Budget Unit - Budgeted vs. Actual Expenditures - FY 2011-12			
Description	FY2011-12 Final Adopted Budget	FY2011-12 Actual	Under / (Over) Budget
Cafeteria Plan Benefits	9,151,000	9,068,937	82,063
Deferred Compensation Benefits	700,000	886,818	(186,818)
Other Employee Benefits	221,000	213,051	7,949
Total Salaries and Employee Benefits	102,050,000	114,221,466	(12,171,466)

The total budget overrun is due to salaries and wages. Under that category, actual expenditures are higher than the budgeted amount primarily due to budget overspending under the following account codes: 1011 for Permanent Employees, 1072 for Other Salary Continuation, 1078 for Miscellaneous Earnings Pay, and 1081 for Overtime.

As described in the discussion of the salaries and benefits budget for Patrol, the budgeted costs for Other Salary Continuation and Miscellaneous Earnings Pay should be captured under the general salaries budget, and a budget for these account numbers is not specifically identified. However, we noted that the total salaries and wages were still significantly under-budgeted.

Revenues – General Support and County Services

For fiscal year 2011-12, the General Support and County Services budget units had budget shortfalls in revenues that contributed to their overall budget overspending. For General Support, the major variances by general ledger account number are highlighted below.

Exhibit 38			
General Support Budget Unit - Budgeted vs. Actual Revenues - FY 2011-12			
Description	Final Adopted Budget	Actual	Variance from Adopted Budget
Other Governmental Agencies	1,703,000	1,904,484	201,484
Federal - Other	7,352,000	2,437,236	(4,914,764)
Transfers In	15,691,000	2,623,000	(13,068,000)
State - Other	4,179,000	1,786,317	(2,392,683)
Other Sales	114,000	-	(114,000)
Miscellaneous	15,131,000	10,776,907	(4,354,093)
Law Enforcement Services	4,143,000	6,763,290	2,620,290
State-Prop 172 Public Safety	40,951,000	42,694,862	1,743,862
Legal Services	-	305,110	305,110
Charges for Services - Other	2,764,000	2,341,830	(422,170)
Sale of Capital Assets	8,260,000	3,477,675	(4,782,325)
Forfeitures & Penalties	921,000	1,040,464	119,464
State - Public Safety Realignment	-	1,699,437	1,699,437
Institutional Care & Services	155,000	-	(155,000)



Exhibit 38			
General Support Budget Unit - Budgeted vs. Actual Revenues - FY 2011-12			
Description	Final Adopted Budget	Actual	Variance from Adopted Budget
Total	101,364,000	77,850,612	(23,513,388)

The revenue shortfalls of \$4,914,764 in Federal - Other and \$2,392,683 in State - Other are due to unrealized grant revenue that was not recognized because various grant programs did not incur the anticipated amount of expenditures.

The revenue shortfall of \$13,068,000 in Transfers In is primarily due to over-budgeted operating transfers under account code 9911. The activity in this account represents the recognition of revenues from various special funds on an as-needed basis. Revenues in this account are only recognized if needed after all non-transfer revenue streams are exhausted, and in this particular year, such transfers were unnecessary. Since the unrealized amount is carried forward to the next fiscal year, the budgeted amount could be consistently over stated.

The revenue shortfall of \$4,354,093 in Miscellaneous was due to the receipts from Southern California Edison for the co-generation plant at Pitchess Detention Center being less than anticipated. The last significant revenue shortfall of \$4,782,325 in Sale of Capital Assets occurred because fewer helicopters were sold than anticipated during the fiscal year.

For County Services, the major budget variances by general ledger account number are highlighted below.

Exhibit 39			
County Services Budget Unit - Budgeted vs. Actual Revenues - FY 2011-12			
Description	Final Adopted Budget	Actual	Variance from Adopted Budget
Other Governmental Agencies	253,000	-	(253,000)
Federal - Other	-	22,251	22,251
Miscellaneous	48,000	74,845	26,845
Law Enforcement Services	50,504,000	46,085,363	(4,418,637)
Charges for Services - Other	-	894	894
Total	50,805,000	46,183,353	(4,621,647)

The revenue shortfalls of \$4,418,637 in Law Enforcement Services occurred because the actual receipts from other County Departments were lower than expected.



LEROY D. BACA, SHERIFF

County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



October 28, 2013

Bazilio Cobb Associates
Certified Public Accountants and Consultants
2150 Hawthorne Boulevard, Suite 150
Torrance, California 90503

Dear Ladies and Gentlemen:

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT'S
RESPONSE TO THE BAZILIO COBB ASSOCIATES
REPORT OF THE DEPARTMENT'S STAFFING,
AUDIT FOLLOW-UP, AND BUDGET QUESTIONS REVIEW**

Attached is the Los Angeles County Sheriff's Department's (Department) response to your firm's audit of the Department's staffing, audit follow-up, and budget questions review.

Bazilio Cobb Associates (BCA) reported in their review of 2003 and in the most recent 2013 review that the Department continues to underspend its services and supplies budget, and uses the excess to fund budget shortfalls in Salaries and Employee Benefits. We agree that the Department is forced to underspend our allocated services and supplies budget, forgoing critical purchases and maintenance to offset the structural deficit in our underfunded Salaries and Employee Benefits budget.

Further, BCA reported and the Department is in complete agreement, in order to correct the misalignment of budget units and the organizational and service delivery structure, one budget unit should be established, whereby the Department would be controlled on a Department-wide basis, and "cost centers" should be established for enhanced information, monitoring, and accountability purposes. The Department also agrees with BCA's observation that the Electronic Countywide Accounting and Procurement System (eCAPS) chart of accounts at the budget unit level is not consistent with the organizational and service delivery structure of the Department, supporting the recommendation for the creation of one budget unit and the appropriate cost centers.

A Tradition of Service

The Department is in general agreement with the report findings as a whole and will work with the Board of Supervisors and the Chief Executive Office to implement the BCA report recommendations.

We wish to thank the Bazilio Cobb Associates team for working with the Department's men and women in the spirit of cooperation and accomplishment.

If there are questions regarding the Department's response, please contact Division Director Glen Dragovich at (323) 526-5191.

Sincerely,

A handwritten signature in blue ink, appearing to read "Leroy D. Baca". The signature is fluid and cursive, with the first name "Leroy" being more prominent than the last name "Baca".

LEROY D. BACA
SHERIFF

LDB:TSR:GD:CM:DF:yc
(Administrative and Training Division)

Attachment

c: Glen Dragovich, Division Director, Administrative and Training Division (ATD)
Conrad Meredith, Assistant Division Director, ATD
Dan Fedele, Lieutenant, ATD
Wendy Watanabe, Auditor-Controller, Department of Auditor-Controller
William T Fujioka, Chief Executive Officer, Chief Executive Office
Chrono

**LOS ANGELES COUNTY AUDITOR-CONTROLLER'S
SHERIFF'S STAFFING AUDIT
FOLLOW-UP AND BUDGET QUESTIONS,
RECOMMENDATIONS AND SHERIFF'S DEPARTMENT RESPONSES**

SHERIFF'S STAFFING

RECOMMENDATION 1:

The Sheriff's Department should review all of the administrative support functions currently staffed by sworn personnel that do not require law enforcement powers to determine if these functions could be assigned to non-sworn personnel.

Sheriff's Response to Recommendation 1: Agree

The Department will conduct a review of all the administrative support functions currently staffed by sworn personnel that do not require law enforcement powers and will determine if these duties should be assigned to non-sworn personnel.

RECOMMENDATION 2:

The Auditor-Controller should conduct an objective analysis of the Sheriff's review of administrative and support functions currently staffed by sworn personnel that do not require law enforcement powers.

Sheriff's Response to Recommendation 2: Agree

The Department will work with the Auditor-Controller to ensure that the necessary information is provided.

RECOMMENDATION 3:

Sheriff's management should create a searchable database for all sworn staff injured or working on light duty.

Sheriff's Response to Recommendation 3: Agree

The Department will continue to provide input to the Chief Executive Office (CEO) who is evaluating the County's requirements for a Case Management system to track injured or ill employees.

RECOMMENDATION 4:

The Sheriff's Department should require loaned employees be entered into eHR.

Sheriff's Response to Recommendation 4: Agree

The Sheriff's Department will require all loans of employees to other units to be processed through the eHR system to improve the accuracy of the Department's financial recordkeeping.

FOLLOW-UP ON PRIOR REVIEW RECOMMENDATIONS

RECOMMENDATION 1 FROM THE 2003 REPORT:

The Sheriff's Department should work with the CEO to expand the budget development process to include a substantive review of key trends in service areas, issues and challenges that need to be addressed, or changes in demand for service that could drive staffing requirements.

Sheriff's Response to Recommendation 1: Agree

The Department, in conjunction with the CEO's office, will continue to expand the budget development process to include review of key trends in the core service areas-patrol, investigative, custody services and court services; to include issues and challenges that need to be addressed, and changes in demand for service that could drive staffing requirements.

RECOMMENDATION 4 FROM THE 2003 REPORT:

The Sheriff's Department, in coordination with the CEO, should consider budgeting and tracking reimbursed overtime expenditures incurred in providing services to contract events, or in meeting grant requirements, separately from other overtime. The budget amounts for reimbursed overtime should be flexible to not discourage the use of this overtime.

Sheriff's Response to Recommendation 4: Agree

The Department will work with the CEO regarding the flexibility of separate budgets for reimbursed and non-reimbursed overtime for contract service events and limited term grants.

RECOMMENDATION 5 FROM THE 2003 REPORT:

The Sheriff's Department should consider working with the CEO and Auditor-Controller to establish one budget unit, whereby the Department budget would be formally controlled on a department-wide basis. It should additionally consider establishing eleven "cost" centers within the County accounting system for information and monitoring purposes.

Sheriff's Response to Recommendation 5: Agree

The Department, CEO, Auditor-Controller, and the County would benefit by establishing one budget unit to control overall department-wide expenditures, and the creation of the required cost centers in the County eCAPS accounting system to monitor and control for service delivery accountability.

RECOMMENDATION 6 FROM THE 2003 REPORT:

The Sheriff's Department should consider working with the CEO to identify actual services and supplies (S&S) needs for the Department and develop a budget for services and supplies to ensure the Department's basic operating requirements are being adequately met.

Sheriff's Response to Recommendation 6: Agree

The Department will work with the CEO to develop an S&S budget to ensure the Department's mission critical needs are adequately met, including funding the Department's deferred maintenance cost and priority technology needs of \$61.7 and \$82.7 million, respectively.

RECOMMENDATION 8 FROM THE 2003 REPORT:

The Sheriff's Department should consider developing an annual business plan prior to the initiation of the annual budget that clearly outlines the organizations specific goals, discusses key trends, issues and challenges; and provides a clear strategic foundation for the budget process.

Sheriff's Response to Recommendation 8: Agree

Using the Department's annual divisional needs and staffing requests, Administrative and Training Division's Financial Programs Bureau will create a strategic foundation to support changes to the Department's annual budget request.

RECOMMENDATION 9 FROM THE 2003 REPORT:

The Sheriff's Department should consider developing and implementing a performance measurement system to provide meaningful evaluation of the effectiveness of programs and efforts relative to the Department's mission and goals.

Sheriff's Response to Recommendation 9: Agree

The Department will continue to publish its Year-in-Review performance measurement information to the CEO and the Board of Supervisors to ensure it meets the County's strategic goals and objectives.

BUDGET QUESTIONS

RECOMMENDATION 5:

The Sheriff's budget should be realigned to more accurately reflect actual salary and employee benefit and services and supplies budget requirements.

Sheriff's Response to Recommendation 5: Agree

To better align the Department's budget to reflect its actual expenditure needs, structural deficits in the Department's salaries and employees benefits must be addressed which would require either additional net County cost dollars or a reduction in Department service levels.

RECOMMENDATION 6:

The Sheriff's Department should review historic budgeted and actual amounts for intrafund transfers and revenues to determine if more accurate budgeted amounts can be developed.

Sheriff's Response to Recommendation 6: Agree

The Department will continue to review prior year's budgeted and actual amounts for intrafund transfers and revenues and monitor current fiscal year trends in relation to appropriation requirements.

RECOMMENDATION 7:

The Sheriff's budget should be better aligned to more accurately reflect actual budget requirements by budget unit.

Sheriff's Response to Recommendation 7: Agree

The Sheriff's Department will work with the CEO to better align budget units to reflect actual requirements.